

HIGH PERFORMANCE WORK SYSTEM (HPWS)
AND TURNOVER INTENTION
IN MALAYSIA RETAIL INDUSTRY

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- (2) No portion of this research project has been submitted in support of any application for any other degree or qualification of this or any other university, or other institutes of learning.
- (3) Equal contribution has been made by each group member in completing the research project.
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LIST OF ABBREVIATIONS

BMI	Body Mass Index
GBR	General Business Review
GDP	Gross Domestic Product
GEN	Generation
GST	Goods and Services Tax
HEI	Higher Education Institution
HR	Human Resource
HRM	Human Resource Management
HRP	Human Resource Practice
HPWP	High Performance Work Practices
HPWS	High Performance Work System
KL	Kuala Lumpur
MEF	Malaysian Employers Federation
MRA	Malaysia Retail Association
MRA	Multiple Regression Analysis
UTAR	Universiti Tunku Abdul Rahman
US	United States
SAS	Statistical Analysis System

SEM	Search Engine Marketing
SPM	Sijil Pelajaran Malaysia
STPM	Sijil Tinggi Pelajaran Malaysia
T&D	Training and Development
TL	Transformational Leadership

PREFACE

It is compulsory for all final year students to carry out a research project namely UBMZ 3016 Research Project, in order to complete our study which is Bachelor Degree of Business Administration (Hons). The topic of the research project that is going to conduct is High Performance Work System on Turnover Intention in Malaysia retail industry. This study is conducted because retail industry is a sector of the economy that contain of individuals and companies integrated in selling the goods and services of the finished goods to end user (Farfan, 2016). People willing to spend more in the retail industry, so retail industry was one of the major economic generated incomes to our society.

According to Holtom, turnover was meant by the amount of employee wants to leave the organization. It also can be clarified on the premise of individual distinctions, stress-and-change-related behaviors, contextual variables, for example, relationship between individuals and culture and etc. Thus, turnover intention is one major issue in this research. Since that there is less research have study about turnover intention in retail industry. Therefore we determine to conduct this research to show that how the factor affect the result of the turnover intention for retail industry.

In this research study, we outline the one important variable which five dimensions that affect the employee's turnover intention in Malaysia retail industry. The variables is high performance work system with its dimension are staffing, compensation, training and development, communication, and transformational leadership. The variable and its dimensions play an important role in determining the employees' turnover intention in Malaysia retail industry.

ABSTRACT

Turnover intention is a critical issue where every industry will hire employees and face its consequences brought during the operation of companies especially in the competitive market. The past literatures have evidenced that there are numbers of common researches being conducted in industry such as nursing and health care industry and fast food industry but less specify in retail industry. There were many research been done on turnover intention on other industry but never been done on retail industry. In view of the lack of research study in retail industry, this research is being aim to investigate high performance work system on turnover industry in Malaysia retail industry.

This research is divided with the dimension of staffing, compensation, communication, training and development and transformational leadership in contributing to turnover intention. This research is vital because the circumstance of retail industry in Malaysia is positive and well-developed as one of the main contribution revenue for Malaysia's economy growth. This research involved retail industries which located in the area of Kuala Lumpur, Kampar and Ipoh. There are total of questionnaires being distributed by using the method of paper survey and online survey. All the usable survey data were analysed using Pearson's correlation and multiple regression analysis. All these analysis are conducted by using SAS Enterprise Guide 7.1 to investigate the relationship of independent variables and its dimension (Staffing, Compensation, Communication, Training and Development and Transformational Leadership) and dependent variable (Turnover Intention). For theoretical and practical implications were discussed based on the study findings and recommendations for future research were presented in this paper.

Overall, the analysis on the major findings, implications of the research, and limitations for the study and proposals for future research are deliberated in the end of this study.

Keywords: High Performance Work System, Staffing, Compensation, Communication, Training and Development and Transformational Leadership, Turnover Intention, Retail Industry.

CHAPTER 1: INTRODUCTION

1.0 Introduction

This chapter starts with an overview about retail industry and its trend of turnover intention in Malaysia. Retail industry is an industry that would benefit the local economy by increasing national income and enhancing the nation's development particularly in building up more infrastructures to support this trend. By conducting a study, we could predict high performance work system (HPWS) on turnover intention in Malaysia retail industry. In this chapter, we will discuss systematically from background study, problem statement, research objectives, research questions, and hypotheses, significance of the study and a brief summary of the chapter.

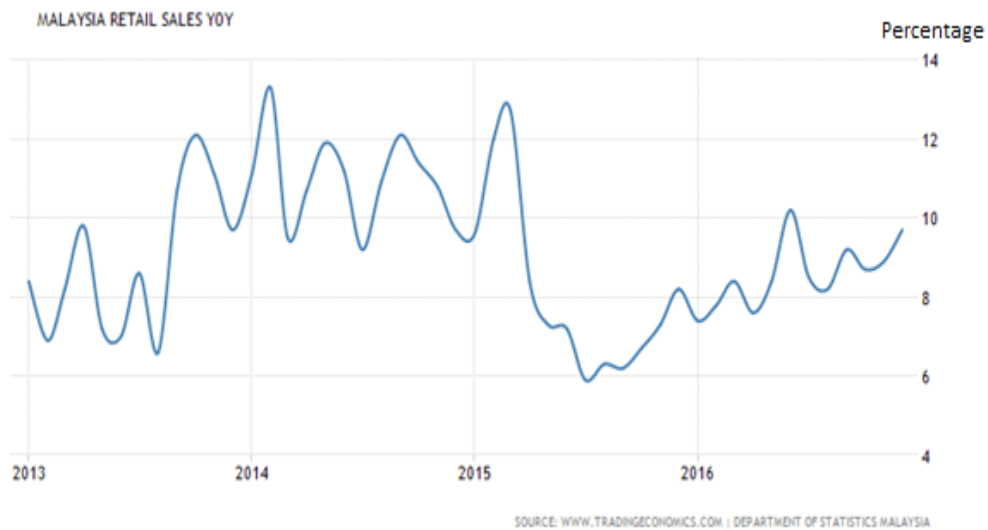
1.1 Research background

1.1.1 Background of Retail Industry in Malaysia

Retail industry is a sector of the economy that contain of individuals and companies integrated in selling the goods and services of the finished goods to end user (Farfan, 2016). Retailing is a meant much commercial activity that giving customer an opportunity to purchase goods and services from different types of merchants (Vault, 2017). Industry is an indicator of how the board economy is executing and the consumer purchasing power. In retail field it consist five industry areas which cover 18 industry sector. The industry areas are specialty retailing, food and beverage, work, home and lifestyle, general retailing, wholesale and logistics (Service Skills SA, n.d).

In recent year, food and beverages outlets are one of the most vitalness trades in Malaysia Economic. Since three year ago, there are rapid growth of bakery cafes, overseas chain restaurant, coffee cafes and food trucks. It proven that Malaysians willing to spend on nice environment or good foods although increasing cost of living (Tan, 2016). According to breaking news 2016, most of the people willing to spend more than RM10 to purchase a loaf of bread at Klang Valley.

Figure 1.1: Malaysia Retail Sales



According to retail group, in first quarter of 2016 Malaysia Retail Industry has recorded 4.4% of sales drop compare with past year 4.6% of growth. One month before implementation of new tax system from April 1, 2015, consumers spending power was increased sharply (Aruna, 2016). After implementation of GST, consumers had been reduced their purchasing power in order to observe the price movement in retail goods and services. Since 1 April 2015, cost of living was rose because of GST and weak ringgit, it because Malaysian consumers reduce their spending power (Tan, 2016). Based on Retail Group Malaysia report, GST has not fully embraced by Malaysian, they still frustrated on it (“Marketing Magazine”, 2015).

1.1.2 Introduction of High Performance Work System (HPWS)

According to Simmons (2011), high-performance work systems (HPWS) are a group of separate but interconnected human resource (HR) practices such as selection, training, performance appraisal, and compensation. It is used to improve employee effectiveness. Employees should have better abilities, more motivation, and more chances to exceed expectations when these high-performance human resources practices are joined and working in compatibility.

Employees who are highly included in imagining, devising, and applying working environment procedures are more related with and fulfill greater. For instance, an examination analyzing 132 of manufacturing firms in U.S. and realize that companies implementing HPWSs had obviously higher labor productivity than their rivals. The main finding was that when employees have the ability to decide relevant to their performance, can obtain information data about company profits and expenses, and have the essential knowledge, training, and development to do their jobs—and are remunerated for their efforts—they are more productive (Konrad, 2006).

1.1.3 Trend of Turnover Intention

Employee turnover is a global phenomenon. Turnover intention always becomes the issue where every industry will hire employees and face its consequences brought during the operation of companies. Based on Holtom, turnover is clarified as individual distinctions, stress-and-change-related behaviors, contextual variables, for example, relationship between individuals and culture and etc. (Chen, et al., 2011). There are mainly two reasons that employees will refuse to stay, which are personal factor and company factor (Jin & Radhakrishnan, 2012).

Companies will try to reduce turnover intention and decline the financial loss of companies, which the companies have invested a lot on the employees such as training and development. (Jin & Radhakrishnan, 2012). If the employees keep move out from companies, companies have to spend money and time to re-hire and re-train the new coming employees again and again, which it brings negative effects to companies in long term period. (Coetzee & Pauw, 2013).

If a business shortfall of talented employees such as the employee skills, experience and “corporate memory” will losses at the same time. The effect of these losses is an important management problem which influences productivity, profitability, and product and service quality. From workers perspective, high attrition rates could adversely impact on occupation relationships, morale and workplace safety. It involve high cost when replacing the existing workers , the problems related with seeking and training new employees quite huge, in addition, the employee take away the skill and knowledge with them if they leave the firm.

In this study, turnover intention toward high performance work system (HPWS) in Malaysia retail industry. By applying the measurement of HPWS such as staffing, training and development, compensation, communication and transformational leadership, the researchers have identified the dimensions of HPWS that affects turnover intention. These will be served as the most crucial dimensions for Malaysia retail industry. By conducting this study, the information and results have practical implication for retail managers as they can manage company turnover rate issues.

1.2 Problem Statement

In the retail industry both administration and deals workers which lightly affect organizations' profits is over and over faced by high turnover rates (Coe, 1990). There was a 0.2% extension in the retail workers' turnover rate from April 2011 to April 2012 in the United States, (Bureau of Labor Statistics, 2012).

In Malaysia, regardless of being the driver of residential utilization which presents 60-70% of the Gross Domestic Product (GDP), the yearly retail workers' turnover rate was 18% from July 2010 to June 2011 (MEF, 2004; Department of Statistics Malaysia, 2013; Inside Malaysia, July 2012). The Q110 BMI Malaysia Retail Report predicts that aggregate retail deals will bring from US\$33 billion up in 2009 to greater than US\$61 billion by 2014 (Research and Market, 2009).

The greatest test for retail division would be lack of labor particularly in sustenance and refreshments from bleeding edges and backend staffs. The confinement on outside specialists is likewise not making a difference. As indicated by Valarie Choo of MRA, numerous youthful specialists in the nearby retail industry and they are more portable and selective. Furthermore numerous youthful gifts are pulled in by openings for work and offers in Singapore and different nations. A considerable measure of retailers need to extend in however don't have enough staff. Numerous more shopping centers are coming up yet can't grow as quick as the shopping centers ought to. Accordingly new shopping centers have low inhabitancy since retailers and inhabitants are not ready to open because of absence of staff.

The turnover expectation has gotten impressive consideration in the writing. This is on the grounds that high worker turnover rate is a serious problem due to various causes from the point of view of human asset administration. Fundamentally being its budgetary outcome. The way toward enrolling, choosing,

and preparing of fresh workers are essential when workers quit their organizations. It costs no less than 25% of a worker's aggregate yearly remuneration to supplant a full-time, private-part labourer (Kenny, 2007). In addition, high worker turnover rate discolours the organization's image, cut down odds of change, backs off implementation of new projects, and declines efficiency (Abbasi & Hollman, 2000; Ghosh et al., 2013). At the point when a key worker quits, a hierarchical marvels known as mind deplete happens and imperils all endeavours towards accomplishing authoritative goals (Kuean et al., 2010). Moreover, workers themselves endure on the record of loss of correction, pressure, status, working experience, and vulnerability (Kodwani & Kumar, 2004). According to Ismail and Lim, it is anticipated that organizations that neglect to lessen their worker turnover rate is normal lose their intensity over the long haul.

Past reviews have demonstrated that scientists had done the looks into previously. Table 1 gives a synopsis of studies led in the worker turnover zone from year 2009 to year 2013. Most reviews on turnover were led in the Western authoritative settings. In this manner, conclusions from these reviews may not be significant to associations in Asia because of huge contrasts in the social, monetary, and social situations (Cotton & Tuttle, 1986). Likewise, the several looks into in Asian countries have utilized a set number of factors in a couple of hierarchical circumstances, in this way increasing worries of model determination blunder and generalizability.

Despite the fact that a couple contemplates have emphasized worker turnover problems in different settings in Malaysia, thinks about in the retail setting are uncommon. Kuean et al. (2010) and Makhbul et al. (2011) looked into on expectation to stop in a wide viewpoint; between working grown-ups and contrast in open and private area representatives in Malaysia separately, while Hemdi and Nasurdin (2004) on inn chiefs in Malaysia particularly. On an exceptionally late note, Johari et al. (2012) contemplated turnover goal among workers of an assembling factory. By a long shot, a review from Salleh et al. (2012) tended to turnover aims among Malaysia retail industry's workers.

The constrained learning on conceivable explanations for the high worker turnover rates in the Malaysian retail industry warrants thought from academicians and experts alike.

Table 1.1: Summary of Studies on Employee Turnover

YEAR	COUNTRY	AUTHOR	SUBJECT	CONTEXT/TYPE	MAIN FINDINGS
2009	China	Tian-Foreman, W.	Job satisfaction and turnover	Retail industry	Negative relationship between employee turnover intention and job satisfaction.
2012	India	Ghosh <i>et al.</i>	Factors predicting employees' intention to stay	Employees of manufacturing plant	Affective commitment, normative commitment, and goal clarity are best predictors of employees' intention to leave/stay.
2012	Malaysia	Johari <i>et al.</i>	Promoting employee intention to stay through HRM practices	Employees of manufacturing plant	Compensation and benefits have a positive impact.
2012	Malaysia	Ghayyur, M. and Jamal, W.	Work-family conflicts and employee turnover intention.	Banking and pharmaceutical organizations	Work-family conflicts influence employees' turnover intention.
2013	Malaysia	AlBattat, A. R. S. and Som, A. P. M.	Employee dissatisfaction and turnover crisis	Hospitality industry	Emphasizes the usage of Mobley's model to predict the case of dissatisfaction and better understand how to retain employees.

However, research regarding the HPWS on turnover intention in Malaysia retail industry has never been done. Therefore we would like to investigate how HPWS will impact turnover intention towards retail industry. Furthermore, the different retail sector would have different dimensions in the HPWS. As a result there is inadequate resource about Malaysia retail industry. So, it important to study HPWS on turnover intention on Malaysia retail industry, thereby help Malaysia retail industry find the way that can solve current issue on turnover rate.

1.3 Research Objective

1.3.1 General Objective

The main objectives are to determine the level of high performance work system implementation and turnover intention in Malaysia retail industry, and to determine the dimensions of high performance work system that will affect turnover intention of retail industry in Malaysia.

1.3.2 Specific Objectives

1. To determine whether high work performance work system will affect turnover intention in Malaysia retail industry.
 - 1a. To determine whether staffing will affect turnover intention in Malaysia retail industry.
 - 1b. To determine whether compensation will affect turnover intention in Malaysia retail industry.
 - 1c. To determine whether training & development will affect turnover intention in Malaysia retail industry.
 - 1d. To determine whether communication will affect turnover intention in Malaysia retail industry.
 - 1e. To determine whether transformational leadership will affect turnover intention in Malaysia retail industry.

1.4 Research Question

1.4.1 General Question

What is the level of high performance work system implementation and turnover intention in Malaysia retail industry? How do high performance work system affect turnover intention in Malaysia retail industry?

1.4.2 Specific Questions

1. Does high performance work system has a significant negative relationship with turnover intention in Malaysia retail industry?
 - 1a. Does staffing has a significant negative relationship with turnover intention in Malaysia retail industry?
 - 1b. Does compensation has a significant negative relationship with turnover intention in Malaysia retail industry?
 - 1c. Does training and development has a significant negative relationship with turnover intention in Malaysia retail industry?
 - 1d. Does communication has a significant negative relationship with turnover intention in Malaysia retail industry?
 - 1e. Does transformational leadership has a significant negative relationship with turnover intention in Malaysia retail industry?

1.5 Hypotheses of the study

There are some possible hypotheses are going to be tested in order to find out the relationships between dependent variables and independent variables.

H1: There is a significant negative relationship between high performance work system and turnover intention.

H1a: There is a significant negative relationship between staffing and turnover intention.

H1b: There is a significant negative relationship between compensation and turnover intention.

H1c: There is a significant negative relationship between training & development and turnover intention.

H1d: There is a significant negative relationship between communication and turnover intention.

H1e: There is a significant negative relationship between transformational leadership and turnover intention.

1.6 Significance of study

The aim of this research is to determine dimension of high performance work system toward turnover intention in retail industry. In this research, we will evaluate how the dimensions of high performance work system carry impact to turnover intention. However, this research able to expand knowledge and awareness about turnover intention issue. By conducting this research, this enables to serve as additional source for the researcher.

By analyzing the dimension of high performance work system, the retail organization able to make some improvements on reducing turnover intention. Besides, management able to identify what is the requirement to maintain labor and help organization to increase reputation in society.

By doing this research, it can create awareness for government to pay more alert on factors that they need to focus. This research can be used by government to amend on rules and regulations or policy. For example, analyze the number labor force should consist in the industry, how many percent of taxes should be implement and level of wages.

1.7 Chapter Layout

Chapter 1: Introduction

Introduction chapter provides an overview of the whole study. Problems and objectives of the research are identified and justified. We also developed the research questions and hypothesis. Besides, we will highlight the importance and contributions of our research.

Chapter 2: Literature Review

This chapter we will review and study and summarize on established journals articles and other publications which are related with our topic. We will then further show relevant theoretical frameworks and models. Next, we will develop

our own conceptual framework which to show the relationships between our variables.

Chapter 3: Research Method

This chapter is a research methodology. It will discuss about research design, data collection method, sampling design, research instrument, constructs measurement, data processing and data analysis.

Chapter 4: Research Result

Chapter four we show questionnaire which have been conducted. This data will be present in chart and table by applying the information in SAS System which includes descriptive and influential analysis.

Chapter 5: Discussion and Conclusion

This project summarizes the whole project which consist discussion and analyses of the research result. It also covers the limitations of the research and provides suggestions for future research.

1.8 Conclusion

In summary, this chapter provides background of the study, problem statements, research questions and objectives, hypothesis of study and significance of study. The following chapter will discuss on literature review to have understanding the dimension of high performance work system. Next, we will further discuss in chapter two.

CHAPTER 2: LITERATURE REVIEW

2.0 Introduction

In this chapter, the literature review on the subject matter would be discussed based on information gathered from journal articles and relevant research papers. Other secondary data is also used to support the review of literature.

There are five sections under Chapter 2. Section 2.1 is the review of literature from studies done by previous researchers. Section 2.2 is the review of relevant theoretical models while Section 2.3 is the proposed theoretical framework. Next, we develop research hypotheses in Section 2.4 and provide a brief conclusion of Chapter 2 in Section 2.5.

2.1 Review of the Literature

2.1.1 Turnover Intention (Dependent Variable)

During the past times, numerous researches have spoken on this issue on workers' turnover. The intention to quit the organization but not really the real intent to leave the organization is the turnover intention. It mentions that one step before leaving which is prepared intention to leave. In distinction, real employee's leaving from an organization is the actual turnover (Chen, Ployhart, Thomas, Bliese, & Anderson, 2011). Turnover perception which offers association and its chance to retrieve employee-management affiliation and prevent the employees leave and furthermore also known as turnover intention. (Fang, Tony, & Verma, 2002). Intention to leave can be clarified happening the principle of stress-and-change-related behaviors and discrete differences, for example, social relationship and corporate culture, focus factors such as organizational factor and so (Holtom, 2008; Chen et al., 2011).

Meeusen, Dam, Mahoney, Zundert, and Knape (2011) clearly stated that intention to quit is that mindset of the employee will improve preceding to the result of turnover. In other words, intention to quit is considered distinct as the employees' intention to quit the organization (Kaur, Mohindru & Pankaj, 2013). This is in line with the past researchers which is Oluwafemi (2013) explains that relative strength of the turnover intent of an individual's determination or purpose toward deliberate undying departure from an organization. It is fundamentally a reason or drive that ambitions an employee to leave from his or her present working environment. According to Abassi and Hollman (2000) clarify employee turnover as the revolution of workforces between jobs and occupations, the state of employed and unemployed, and around the employment marketplace and organizations.

According to model of the turnover process of Mobley's (1977) was the principal model of turnover that has existed generally examined and dominated in the field. The model was estimated by midway connections between voluntary turnover and job satisfaction. Mobley expressed which a worker's intention to quit his occupation happens in various phases and includes quite complex intellectual decision which based on the worker's knowledge in the companies. The investigation of Jaros (1997) also stated that there are three marks that make acknowledged a worker's intent to quit the company. The marks encompassed regardless of whether the workers reflect leaving, in order to pursuit for unusual employment openings, and to make choices upon the intention to leave. However, another study appealed that intention to turnover is simply the plan to leave that have in an worker's thoughts and employee would somewhat endure the association in existing company (Bigliardi, Petroni, & Ivo (2005).

Takase (2009) indicated that turnover intention is a multi-stage process which includes the following components: (1) psychological, (2) cognitive,

and (3) behavioral. In stage 1, psychological responses such as disappointment concerning about adverse characteristics of organization are believed to be initiate employees' emotional and attitudinal withdrawal responses. Cognitive (Stage 2) was perceived to be the center of intention to quit as numerous scientists have illustrated turnover intention as a cognitive sign of the decision to turnover. The intellectual will then transform into behavior (Stage 3) where workers will start to bring their intention to quit from work bringing down production, absent from work repeatedly and have shown low loyalty which result lower commitment and productivity to the organization.

Employees often make turnover intention based on the evaluation of current organization and work related feature and also perceived alternative available. If the assessment result which to encourage for worker to leave the company, turnover will be the significance vital of an individual's choice of making process (Meeusen, Dam, Mahoney, Zundert, & Knape, 2011).

According to the Ajzen (1991) mention that purpose to be developed is said to be an accurate indicator of the subsequent behavior, in which, referring to turnover. It can also be articulated that turnover intention is the antecedent for actual turnover behavior as intention is said to be the most immediate determinants of actual behavior (Alam & Mohammad, 2010; Makhbul, Rahid & Hasun, 2011). The best forecaster of employee whether they will quit the companies is initiated on intent to turnover of the workforces (Chen, Ployhart, Thomas, Bliese, & Anderson, 2011). Workers are still employed in their working state and thus it mentions to intention to turnover. Model conditions that workers' workstation and individual lives will create a distress for their intention to quit (Chen et al., 2011). Also that, individual characteristics can also impact turnover intent, for example, involvement in unification, profession, salary pay, tenure and age.

Most researchers decided that turnover intention will ultimately lead to the result of actual turnover in organization (Arnold & Feldman, 1982; Griffeth, Hom & Gaertner, 2000; Takase, 2009; Tett & Meyer, 1993). Still, there are some academics argue that actual turnover is not a basic consequence of the turnover intention as there are other factors that hinder them from voluntarily leaving the organization. Mitchell, Holtom, Lee, Sablinski, and Erez (2001) recommended a construct measurement, known as job embeddedness to explain why employees remain in an organization even though they have developed the intention to leave the organization. Thus, not every employee who developed the turnover intention will take initiative to leave the organization. Turnover intention and actual turnover can be clearly distinguished by stating to the meaning where turnover intention is said to be the mindset developed (Mobley, Horner & Hollingsworth, 1978) whereas the latter refers to the ending of an individual's occupation with the organization (Tett & Meyer, 1993).

In our research, turnover intention refers to the intention of workers to leave the organization in Malaysia retail industry. Turnover intention may occur because of numerous issues which have been deliberated into more detail in previous explore by a few researchers. The main issues are high performance work system which consist of staffing, training & development, communication, transformational leadership, and compensation which will be discuss in next section.

2.1.2 High Performance Work System (Independent Variable)

Human Resources Practices may favorably well affect firm performance (Jackson, Gucciardi, Lonsdale, Whipp, & Dimmock, 2014). During old-fashioned literature is all about Human Resource Management which have focused on the analysis of HRM practices and performance from different perspectives view. One of the most outstanding approaches is the system approach (Combs, Liu, Hall, & Ketchen, 2006). Underneath this viewpoint,

lies the joint consideration of some sets of Human Resources practices results in superior performance than other alternative perspectives. For example, individual practice approaches (Combs et al., 2006). In this case, Boxall, Ang, and Bartram (2011) highlighted the fact that these practices must be considered together as some of them have an influence on others. For example, selection or career development is related to training as sometimes a new employee requires particular preparation and cultural indoctrination to adapt him to the new job specifications (in some specific jobs, general knowledge or skills are not enough to perform it correctly). These sets or configurations of practices have been labelled as high-commitment practices or high-performance work system (HPWSs) in the specialist literature and are used to improve employees' abilities and behaviors (Huselid, 1995) to achieve organizational strategic goals.

“High-performance work systems” known as HPWSs which will enhance employee capabilities, obligation and production are consider one of the human resources methods (Datta, Guthrie, & Wright, 2005). According to the past researchers (Nadler, Gerstein, & Shaw, 1992), defined HPWS as an managerial planning that conveys organized around people, labor, knowledge and information in a method that maximizes the equivalence of right amongst them in order to create high enactment in relations of the actual response to client needs and other conservational burdens and opportunities. HPWS as human resource systems considers symbolize a vital concept in the working environment (Boxall & Macky, 2007; Evans & Davis, 2005). HPWS are break into fixed of organizes that typically encompass the performance management, full recruitment and selection, wide employee involvement, incentive-based compensation, and comprehensive training initiatives (Huselid, 1995). This is in line with the Bohlander and Snell (2004) explain that HPWS as “a specific combination of HR practices, work structures, and processes that maximize employee knowledge, skill, commitment and flexibility”. Collectively, these applies are perhaps to deliver a basis of continual competitive lead to businesses when the applies are level harmonized as an equal to individually and

furthermore sheer allied with the organization's plan (Delery, 1998; Huselid, 1995). Even HPWS are considered set of Human Resource Practices, they are like differences based on how they managed and control. The primary difference between the Human Resource Practices (HRP) and high performance work system (HPWS) previously defined by many researchers, commonly referred to as the control-oriented approach, and a HPWS, is based on how the control of work is administered and organized at the lowest level in the business. The rationale behind the success of the HPWS among the HRP is "the way how people are managed and treated at workplace result in an impact on their performance level. For example, during on their productivity and efficiency" (Punia & Garg, 2013).

Certainly that even researchers have empirically recognized that a liaison in amongst High Performance Work System with a different of managerial outcomes including productivity, presentation, and turnover (Batt, 2002; Guthrie, 2001), mentioning that from a managerial view, High Performance Work System which is necessary provider to managerial success. HPWS are a customary of human resource applies whose purpose is to enhance utilization of workers' skills, knowledge, and abilities for the advantages of the organization (Sels, Dewinne, Maes, Delmotte, Faems, & Forrier, 2006). Through which the main practices of HPWS (Becker & Gerhart, 1996; Datta et al., 2005), its system can be concluded into six broad categories which is staffing, flexible job assignments, compensation, teamwork, training and development and communication.

Successful human resources system could share their benefits with workers in the arrangement of higher salary or rewards, prepare additional training and development occasions, spend in progressive technology and systems, and promote participation in cooperation which in result make profitable firms. According to Beltran, Roca, Escrig, & Bou, (2008), HPWS are 'unified and associated with a set of main features, including communications, authorization, goal alignment, training, trust, collaboration, involvement, and performance-based incentives'. These

combinations of those practices that can promote employee involvement, skills improvement and stronger motivation (Appelbaum, Bailey, Berg, & Kalleberg, 2000). Moreover, as Appelbaum asserts they are important because they improve the level of trust in the workplace, foster employees' intrinsic level of motivation and raise organizational commitment. HPWS which include decision making and directive methods that enhance the of workers involvement and participation and improve their expertise through the support of the business (Appelbaum et al., 2000; Lawler, 2005). Through objective of HPWS is to enhance effectiveness and efficiency by assisting and motivating personnel to accomplish tasks smoothly (Beltran et al., 2008). The High Performance Work System will enhance employees' participation in apprehending, scheming, and applying workplace processes are more involved and achieve superior. In result, organizations that implement HPWS to its employees will advance their employees routine can use a mixture of Human Resources methods to get these enhancements. In other benefits, HPWS also highlight customer oriented work, friendly workplace; enhance worker morale, and adaptable and flexible structures (Martha & Mark, 1996). HPWS are the consequences of a company inclination to assist its workers to handle affairs successfully in optimistic situations. In this way, the concept of HPWS can be implemented to any work environment, for example, the retail industry, that strives to perform more successfully.

Organizations that emphasize HPWS are making an investment in employees (MacDuffie, 1995), which is a strategic decision about the employment relationship, especially for employees whose skills are most valued (e.g. Tsui, Pearce, Porter, & Tripoli, 1997). Because employees plus their skills and capabilities are the focus in organizations that emphasize HPWS (Guthrie, 2001), employees view such organizations as attractive places to work. Consequently, HPWS increase employee commitment, reduce turnover, and support longevity and retention. Firms that spend heavily in workers may be at a competitive disadvantage when turnover rate is high, because the time and expenses relevant with training

and replacing employees who leave. In fact, turnover is more costly when organizations invest in HPWS (Drummond & Stone, 2007; Guthrie, 2001). This is because when the organization resource, competitive edge and competencies are directed into HPWS, which in result if a major turnover will be costly for organizations to bear (Drummond, 2007). Firms therefore have incentive to ensure that HPWS are effective at reducing turnover. Accordingly research has shown HPWS are related negatively to turnover (Batt, 2002; Huselid, 1995).

In turnover intention literature, researchers find high involvement Human Resources practices to enhance employee continuity with the organization (Huselid, 1995; Allen, 2003; Way, 2002). High involvement Human Resources practices may nurture an optimistic work environment that in turn may result lower turnover intention and actual turnover which result a good commitment in HPWS (Way, 2002; Pare & Tremblay, 2007). In addition, Kuvaas and Dysvik (2010) proven that employees' perceptions of HPWSs led them to show higher task-related performance and greater organizational citizenship behavior and made them less prone intention to quit the organizational. Hemdi and Nasurudin (2006) find negative relationship between the developments oriented new HRM practices which are HPWS (staffing, communication, training and development, compensation, and transformational leadership,) and turnover intention. These development oriented HRM practices are related with universal HRM practices or HPWS practices (Tzafirir, 2006). Kuvaas (2008) discovery a sturdy and negative relationship amongst developmental HR practices perceptive of and turnover intent with restraint effect of professed procedural and interactional justice. The connection between High Performance Work System (HPWS) and High Performance Work Practices (HPWP) is an end in themselves instead of a means to an end (Wilkowska, 2013). The research prove that HPWS work voluntarily through improved employee self-sufficiency, job commitment and satisfaction while reviewers consider the model to be a 'management by pressure' and work intensification method than ordinary HPWS.

Kuvaas and Dysvik (2010), explore the connection between perceived best HRM practices (empowerment, information sharing and fair remuneration) and employee result of job routine and intention to quit. The relations between perceived permission and perceived info distribution and employee results are directed by essential drive. Jayasekara and Takahashi (2013) examine HPWS (preparation, recruitment, selection, training, performance evaluation and compensation) and behavioral performances (commitment, motivation, retention, job involvement and participant) of expatriates. Recruitment, training and compensation are more relevant to improve behavioral performance.

As the past researchers prove that, among the HPWS activities which is employee autonomy, participation and information sharing, quality improvement and teamwork design as well as employee development, flexibility and performance-based pay and result-oriented appraisals are articulated as the most frequent items within the organizational culture which reinforce employees' decision to leave (Ozcelik, Aybas, & Uyargil, 2016). In further, as talent management is a very popular HR practice in today's organizations, it is not surprising that companies use such values in order to develop and retain the talent they need for achieving their high performance strategies. It is also interesting to find out that key words of HPWS, namely, "participation" and "autonomy" are emphasized in the organizational value statements. This is especially crucial for the attraction and retention of knowledge workers who put more emphasis on their individual goals and career ambitions than the organization's goals. They are more committed to their occupations than to their companies. They will be more attracted to organizations and jobs which provide them with tasks they find meaningful as well as providing them with autonomy and initiative taking openings (Gumusluoglu & Karakitapoglu; 2010; Spreitzer, 1995). Consequently, organizations might need to consider providing them with opportunities to develop their intellectual capital and involve them in

decision-making processes regarding strategic and operating outcomes which enhance their involvement (Gumusluoglu & Karakitapoglu, 2010).

Therefore, the most common best practices as identified in previous literatures including staffing which include recruitment and selection, training and development, compensation, transformational leadership, and career development opportunity are considered HPWS in the present study which we will further explore.

2.1.2.1 Staffing

Staffing (recruitment and selection) is one of the success factor of an organization because a talented employee with useful knowledge and skills may help to increase organization productivity, it also is a process of recruit the most talent worker for a job (Sultana & Razi, 2012). Employee's attitude in hiring selection is will affected the management and organization primary goals. In other words, staffing decision plays utmost importance role in long term as well as short term because it will directly affect towards organization's performance, growth and success. Anyim, Ikemefuna and Shadare (2011) internal staffing could have new skills, competencies and fresh blood into the organization, it may form a strong loyalty as the employees have an opportunities get promoted after a period of time so they will not seek for external labor market. External recruitment brings new potential candidates from labor market to suit the organization's demands.

Recruitment and selection can produce results which impact favorably on the broad aspects of organizational life because an incapable employee will effect on organization's performances. Recruitment and selection of employees also give an opportunity for organization to posit capable employees (National University of Ireland, 2006). The procedures of recruitment provide a great

amount of qualified applicants, paired with a reliable and valid selection regime that bring influence over the quality and sort of new skill or knowledge employees owned (Huselid, 1995). Human resources practices and policies in the organization represent weight of forces for shaping employee behavior and attitudes. Each organization may face a same problem which is talented and skillful worker leave the organization, so management plays an important role in staffing (recruitment and selection) in order to hiring capable workers with a positive attitude and behavior (Juhdi, Pa'wan & Hansaram, 2013). This is because it is part of the ways to preserve competitiveness and obtain organizational effectiveness.

2.1.2.2 Compensation

Compensation is all form of financial return and tangible benefits and services received by employee in employment relationship (Milkovich, 1987). Fixed pay is guaranteed payment (base pay, bonus, etc). Flexible pay included deferred income and variable pay. Pay-for-performance is part of compensation system because economists assume that high performance required greater effort or getting better reward as return (Baker, Jensen & Murphy, 1988). According to Heneman, Greenberger and Strasser (1988), compensation can be examined based on four dimension of satisfaction. The study is relationship between pay-for-performance and compensation satisfaction (Heneman, Greenberger & Strasser, 1988). However, profit sharing and individual performance reward are positive significantly related to job satisfaction (Heywood & Wei, 2006). Workers prefer monetary compensation rather than nonmonetary compensation because individual can substitute nonmonetary compensation with monetary reward system (Baker, Jensen & Murphy, 1988). If coaches feel dissatisfaction with pay, intention to leave will be high (Ryan & Sagas, 2009). Besides, if they feel their contribution and effort more than organization

output and job, dissatisfaction may occur. Equity theory saying that employee perceptions of what they get in return must similar or equal to their contribution in organization (Gerhart, Minkoff & Olsen, 1995). In equity theory, worker will compare their pay with people who higher than them. Employee effort will reduce if they find out output not match with their salary payment (Cowherd & Levine, 1992).

2.1.2.3 Training and Development

Training can be outlined as a learning process of the human resources practice which under high performance work systems. Training and development was used by an organization to provide a learning opportunities to their employees in term of knowledge, skills and attitudes in order to achieve organization's aims and objectives (Bashir & Choi, 2015). Nowadays, organization focus on training because training can provide skills and knowledge for employees, those skills and knowledge may help the organization improve their performances, innovation and competitiveness, it means of maintaining a competitive advantage (Thang, 2009).

Organization keep on with providing training to employees because it can strengthen their abilities to reform or create new product, generate creative or innovative ideas, offer superiority customer services which is link to changes of employees' attitude and behavior. Career management should prepare employees for managerial and leadership position to motivate and retain capable employees in order to satisfy their expectation and gain a competitive advantage (Noe, 2010).

Training able to bring a positive impact on individuals and teams performances, beneficial in other outcomes such as attitudes, motivation, and empowerment in a team or individual (Aguinis &

Kraiger, 2009). Motivational factor can enhances employee's knowledge towards the job because it help them become proficient in their job and them able to develop better performance in their job (Sharma & Shirsath, 2014). Three-stage training structure for manager which initiate by Nicholls (1995), analysis current abilities and employees are bring potential into play. Next, coaching techniques had been used by manager to get employees to work beyond their present abilities, sharing of visions and values should be obtained in order to get commitment of employees. When all stages has been completed, then full empowerment can be achieved.

Effective of training will reduce the potential mistakes, increase efficiency and accuracy of a job task, a well-trained employee have abilities to increase productivity of an organization, as employees' performances increase organization's performances also will improve (Kum , Cowden & Karodia, 2014).

Training is one of the momentous method to acquire new skills, knowledge, and attitudes, it can influence of obligatory training task on trainees' motivation to learn, inspect the role of trainees' perceived significance of training program (Tsai & Tai, 2003). Training and development is very helpful in obtaining commitment of the employees in achieving organization's goals and reduction in turnover intention (Kadiresan, Selamat, Selladurai, Ramendran & Mohamed, 2015).

2.1.2.4 Communication

Communication is just as vital as what we say because people judge us, our organizations, our products, our services, and our professionalism by the way we compose, act, talk, dress, and manages our duties. In summarize, how well we communicate with

others. According to Julia Wood (2004), communication is “a systemic process in which people interact with and through symbols to make and interpret meanings”. Communication makes the world live in harmony. Deliberately includes sharing thoughts, emotions, ideas, and a lot of different matters that people share. Ojomo (2004) give a definition for communication as the process of sharing thoughts, emotions, ideas, and messages with others. Rothwell (2001) considers communication as a transactional process of sharing meaning with others.

One objective of the 1999 Watson Wyatt think about was to identify the special qualities possessed by organizations that have effective communication programs. The characteristic of effective communication, top management must realize the significance of communications in accomplishing organization goals. Top management should construct all communication efforts explicitly, clear communications strategy. Senior managers should attach communications strategies to company business targets. The company should provide information and data to workers about how the firm is getting along in achieving its targets. Communications programs must be built proactively rather than reactively. Employee communications programs must put a strong stress on assisting employees know and clear about the business. The company ought to have a clear, open communications philosophy. An overall communications program should be a vital part of the company’s business strategy. Managers at all levels should be remunerated for communicating effectively.

Good communication in business is vital to establishing relationships, influencing negotiations, successful selling, delivering presentations, problem solving and many other aspects of a manager’s or salesperson’s role. Whilst effective and practical training is an invaluable aid to improving business communication

skills, the best communicators exhibit certain characteristics which enable them to hone and maximize their abilities. By adopting these traits, anyone should be able to communicate more confidently and effectively.

2.1.2.5 Transformational Leadership

According to McShane, Von, and Sharma (2011), leadership style can be portrayed as the procedure of leader ability to impact and persuade others in an organizational culture with the aim to guarantee the effectiveness of the organizations of which they are individuals. According to the authors, transformational leadership is underlying on the need to address difficulties in changing time and the role of leader in envisioning and executing the transformation of organizational performance. Bass (1985) received theory of transformational leadership which built on the previous works of Burns (1978).

Bass (1985) and Gardner (1989) allude transformational leaders as leaders who are quick to help individuals' commitment to accomplish organization objective by motivating the followers. Transformational leader are referring to the person who express a constructive vision that can be shared with their valued supporters, pay high attention to diversity and intellectually stimulates followers to perform beyond their expectation (Yammarino & Bass, 1990).

Transformational leaders develop their followers to the point via coaching efforts and personal involvement so that followers are able to perform well in their roles (Bass, 1990). Transformational leaders are said to be the change agent (McShane, Von, & Sharma, 2011) by directing the followers' commitment towards the organization mission and goal (Bass, 1985; Gardner, 1989). In

other words, transformational leaders lead change and attempt to change their followers' directions toward their job from self-interest to true commitment towards the organization. Transformational leaders can change the employees' attitudes, behaviors and qualities by indicating favorable, persuasive and supportive interactions (McShane, Von, & Sharma, 2011).

There are four measurements of transformational leadership conduct as seen by Bass (1985). These comprise of idealized influence, intellectual stimulation, inspirational motivation and individualized consideration.

Idealized Influence

Idealized influence is the degree in which leaders are perceived by their followers as an inspiring role model (Nordin, 2013). The leader is able to instill pride and faith in followers and gaining respect, trust and confidence from others (Bass, 1985) by taking a firm stand on difficult issues, willing to share in any risk taken, demonstrate high standards of ethical conduct and avoid utilizing their powers for personal gain (Nordin, 2013; Robyn & Du Preez, 2013). Idealized influence splits into two forms, namely (1) idealized influence attribute and (2) idealized influence behavior. Idealized influence attribute refers to the followers' perceptions towards the characteristic of the leader in which leaders receive trust and respect from followers for the inspiring role model they demonstrated (Sadeghi & Pihie, 2012; Hemsworth, Muterera & Baregheh, 2013) whereas idealized influence behavior refers to the followers' perceptions towards the observable behavior of their leaders (Hemsworth et al., 2013). Followers will be more willing to trust and respect leaders whom exhibit excellent behavior and willing to give up their own needs for the sake of their workgroup (Sadeghi & Pihie, 2012).

Intellectual Stimulation

Intellectual stimulation is referring to leaders who engaged behaviors that promote rationality, intelligence and careful problem-solving (Bass & Avolio, 1994). These include looking at different perspectives when solving problems, suggesting non-traditional solutions and encourage followers to rethink of ideas that have not been questioned before (Bass, 1985).

Lowe, Kroeck and Sivasubramaniam (1996) stated that intellectual stimulation encourages employees to generate new solutions to old problems and bringing competitive advantage to the organization. Avolio, Bass and Jung (1999) added on the definition of intellectual stimulation where intellectual stimulation is said to be able to get employees (followers) to question the way of solving problems and thus making improvement.

Intellectual stimulation is defined as “the degree to which the leader challenges assumptions, takes risks and solicits followers' ideas” by Judge and Piccolo (2004) whereas Rafferty and Griffin (2004) defined it as “enhancing employees' interest in, and awareness of issues, and increasing their capacities to think about issues in new ways”. Arnold and Loughlin (2013) defined intellectual stimulation as encouraging out-of-the-box thinking and proposing new solutions to old problems.

Judge and Piccolo (2004) stated that leaders with intellectual stimulation behavior are able to rouse and encourage creativity of their followers. The leader gives a big picture of vision and let the followers to decide how they achieve it. Freedom given often enables followers to be creatively overcome any obstacles in achieving leader's expectation. A leader with intellectual

stimulation characteristic will not criticized their followers' idea; instead, they will stimulate followers to think in a new approach (Hemsworth et al., 2013).

However, conflict may arise within the team as different people have different perspective especially in promoting new ways to solve the problem. This is supported by Bass and Avolio (1994) where the researchers noted that intellectual stimulation behavior of the leader might result in functional, task oriented conflict within the team. Despite of that, this type of conflict is said to be good for the organization as the resulting innovation can bring improvement to team performance and decision-making (Bass & Avolio, 1994; Dionne, Yammarino, Atwater & Spangler, 2003).

Contradict to the beliefs that intellectual stimulation brings improvement to the organization, Silins (1994) found that encouraging request and addressing of one's own and others' suspicions, beliefs and values, together with the facilitation of shared understandings of change through intellectual stimulation were not perceived by educators as essentially connected with school enhancement. Bass (1999) also stated that intellectual stimulation may produce different result under different work condition. Intellectual stimulation can result in more creativity and innovative behavior in low stress work environment and causes burnout in stressful work environment.

Inspiration Motivation

Bass (1985) refers inspirational motivation to the behavior of the leader which communicates a vision with fluency and confidence in a positive manner. Judge and Piccolo (2004) stated that inspirational motivation is the degree in which the leader provides

a vision that is appealing and encouraging to followers. This can be done through the use of images, symbols, emotional appeals and effective communication (Bass & Avolio, 1990).

Leaders with inspiration motivation characteristic is able to strengthen followers by viewing the future optimistically (Sadeghi & Pihie, 2012) and motivate followers by providing meaningful and challenging work to them (Nordin, 2013). Inspirational motivation is intended to encourage followers to be moral and ethical as well as bringing values that are inspired in the vision that the leader wants his followers to keep in mind (Bass, 1985).

Individual Consideration

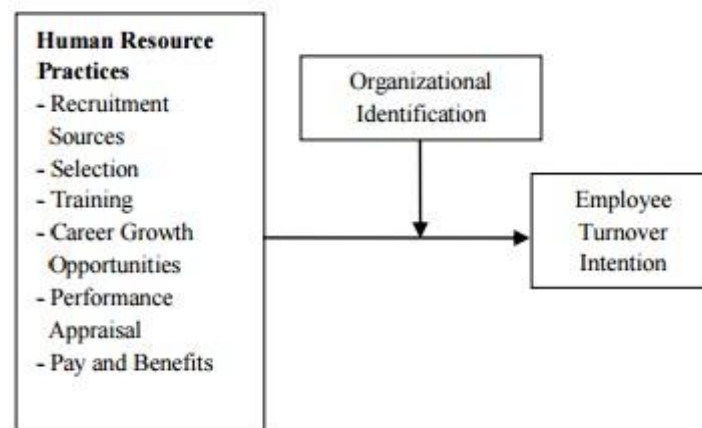
Individualized consideration refers to the degree in which leaders provide support, treat each employee individually, give personal attention and encouragement, advise and coach their followers on one-to-one basis accordingly (Yukl, 2006; Nordin, 2013). In other words, individualized consideration is referring to the characteristic of leaders who are able to create supportive environment for his followers (Bass, 1985).

Transformational leaders exhibiting individual consideration often treat each individual as a unique identity that has different needs in terms of the need for achievement and growth (Bass, 1985). Thus, the leader serves as a coach, a leader or a mentor to assist their followers to achieve what they aiming for (Bass, 1985). These leaders further consider their followers' individual needs, abilities and aspirations by listening considerately (Robyn & Du Preez, 2013) and may delegate responsibilities to their followers in order to help them (Bass & Avolio, 1994; Judge & Piccolo, 2004).

2.2 Review of Relevant Theoretical Models

2.2.1 Santhanam, N., Kamalanabhan, T. J., Dyaram, L., & Ziegler, H. (2015)

Figure 2.1: A model of organizational identification between human resource practices and employee turnover intention



Adapted from: Santhanam, N., Kamalanabhan, T. J., Dyaram, L., & Ziegler, H. (2015). Examining the moderating effects of organizational identification between human resource practices and employee turnover intention in Indian hospitality industry. *GSTF Journal on Business Review (GBR)*, 4(1), 11-19.

According to the study of Santhanam, Kamalanabhan, Dyaram, and Ziegler (2015), which emphasizes on finding the dimensions of human resource practices on employee turnover intention through organizational identification in the hospitality sector of India. The independent variable is human resource practices, moderating variable is organizational identification whereas the dependent variable is employee turnover intention.

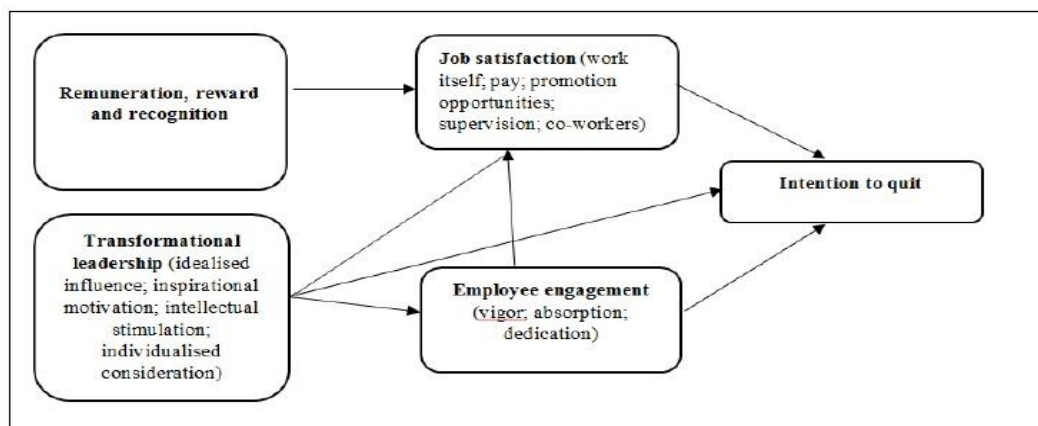
This has been supported by Huselid (1995) which expressed that high performance work practices (such as promotion, labour-management participation groups) that contribute to employee development should improve employee retention and these practices had a negative relationship with employee turnover.

Tang and Tang (2012) noticed that high-performance human resource practices invest in enhancing service capacity through employee selection policies, integrated performance management system, training practices, competitive rewards and empowering employees in decision making, which would give adequate help to employees so that they can do their best to fulfill customers satisfaction and perform their jobs effectively.

Therefore, the finding provides key insights in understanding the role of employees' identification with their organization and their valuation of human resource practices and how such attribution affects employee turnover intentions.

2.2.2 Robyn and Du Preez (2013)

Figure 2.2: Partial Theoretical Model of Antecedents of Intention to Quit



Adapted from: Robyn, A., & Du Preez, R. (2013). Intention to quit amongst Generation Y academics in higher education. *SA Journal of Industrial Psychology*, 39(1), 1-14.

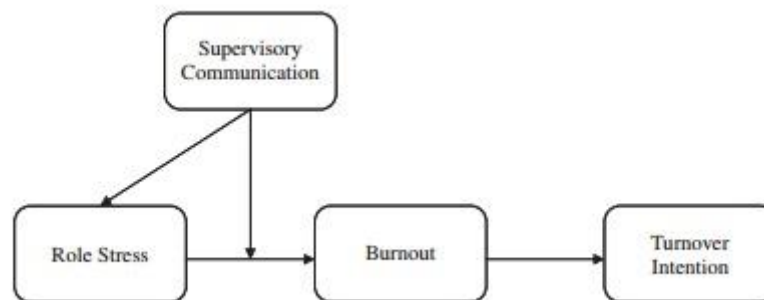
The partial theoretical model of precedents of intention to quit was developed by Robyn and Du Preez (2013). Remuneration, reward and recognition, transformational leadership, job satisfaction and employee engagement are said to be significantly relevant to intention to quit base according to previous studies.

The main goal of this study is to recognize the predecessors of educators' intention to quit and how do these predecessors contribute to educators' intention to quit from HEIs. Simultaneously, the researchers also aim to explore how HEIs can transform their HR policies and practices to retain workers and lower the high turnover among Gen Y academicians.

The authors conducted a research on Gen Y academicians in South Africa HEIs. There are 189 respondents in this study and the result revealed that the proposed variables have significant negative impact on turnover intention with 45% of the variance in turnover intention can be clarified by these variables. Based on multiple regression and partial least square path techniques result, it has been realized that both employee engagement and job satisfaction have significant negative influences on intention to quit.

2.2.3 Kim, H., & Lee, S. Y. (2009)

Figure 2.3: A model of supervisory communication, role stress, burnout, and turnover intention.



Adapted from: Kim, H., & Lee, S. Y. (2009). Supervisory Communication, Burnout, and Turnover Intention among Social Workers in Health Care Settings. *Social Work in Health Care*, 48(4), 364-385.

Besides that, study of Kim and Lee (2009) which is to determine the relationship of supervisory communication, role stress and burnout towards turnover intention in Health Care Industry. Among strain results turnover intention, which few studies have empirically supported as a key result of burnout (Harrington, Bean, Pintello, & Mathews, 2001; Huang,

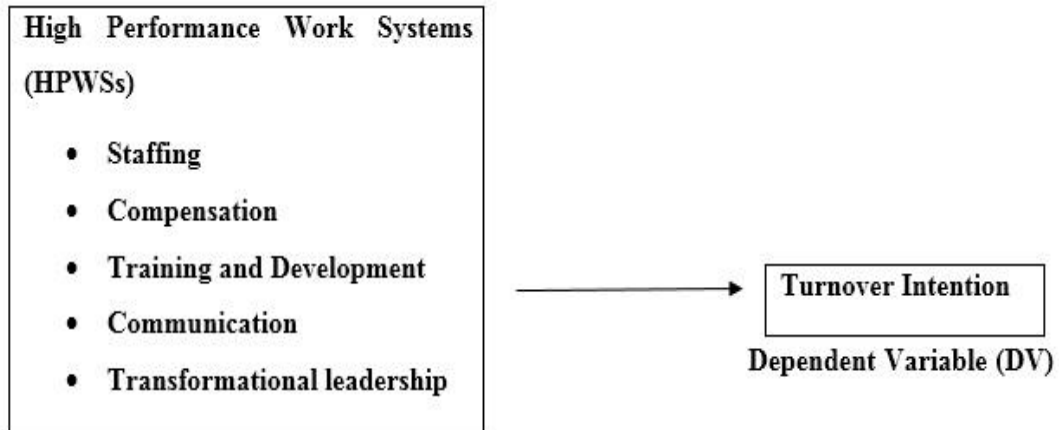
Chuang, & Lin, 2003). Hence, it is prospective that role-related job stress (i.e., role stress), characterized as high levels of role conflict, role ambiguity, and role overload, is positively connected with burnout, and that burnout is positively connected with turnover intention among social workers.

According to Conger and Kanungo (1988), supervisory practices that involve delivering confidence in subordinates, cultivating chances for subordinates to join in decision making, and preparing autonomy from bureaucratic restriction are more likely to be empowering. This research considers internally remunerating job characteristics, for example, two-way communication between social workers and their managers as key elements of empowerment strategies and practices for social workers. Two-way communication with direct supervisors allow social workers to gain resources, data, and support in the organization to get the work done successfully; in other words, improving the motivating potential of works by offering battlefield social workers to join in decision making allow social workers and strengthen affective responses toward the occupation.

Upward communication, job-relevant communication, and supportive relationship communication can be also empowerment elements for social workers. For instance, Eby, Freeman, Rush, and Lance (1999) used SEM based on meta-analytic correlations to identify performance feedback and supervisory satisfaction as key intrinsic motivators. So, the current research hypothesizes that social workers with good quality of supervisory communication in terms of upward communication, job-relevant communication, and active relationship communication will be less likely to burn out, compared to social workers who do not.

2.3 Proposed Theoretical Framework

Figure 2.4: Model of Proposed Framework



Source: Developed for the research

A proposed theoretical framework has been built based on the literature review that visually displays and connects the variable in which to be examined in this exploration. The conceptual framework elaborates the relationships between the dimensions of independent variable and dependent variable. It also provides a general framework for data analysis and necessary in providing a study for utilizing descriptive and experimental methods. In this research, the dimensions of independent variable (HPWS) are staffing, compensation, training and development, communication, and transformational leadership while the dependent variable is turnover intention.

The dependent variable will be examined in order to determine the dimensions of independent variables towards turnover intention on the model. With this constructs, the research framework should be comprehensive to explain turnover intention to undertake in Malaysia retail industry. Detailed explanation will be proceed in the next section under hypotheses development.

2.4 Hypotheses Development

2.4.1 Relationship between high performance work system (HPWS) and turnover intention.

Huselid (1995) realize that HR practices such as employee recruitment and selection procedures, participation of employee, reward and performance management systems, and employee training have an important effect on employee turnover. The logic behind this argument is that HPWS practices, such as improving employee involvement and extensive training, are often linked with humanizing work. When employees perceive that these practices are applied, they are less likely to pursue alternate employment (Ang et al., 2013). Boselie et al. (2005) were able to recognize 27 empirical articles on HR and turnover in the time period 1994-2003. Furthermore, Nishii and Wright (2008) and Boxall and Purcell (2003) arguing that perceived HR practices influence employees' attitude and behavior, which means that when employees experience their HR practices positively then the employees are more willing to stay. HPWS is positively connected with lower rates of voluntary turnover (Guthrie et al. 2009). The exploration revealed that there is significant negative relationship among skill enhancing and motivation improving human resources practices and voluntary turnover (Gardner et al. 2011; Guthrie, 2001; Batt, 2002). Self-interest packages, compensation and benefits may improve the employee retention (Williams & Dreher 1992). While early study on HPWS tended to investigation relationship between HPWS practices and organizational performance (Jensen et al., 2013), more recently there has been a growth in exploration which has focused explicitly on the implications of HPWS for employees (Handel & Levine, 2004). According to the above significant negative outcomes and the mentioned literature the following hypotheses are been conveyed:

H1: There is a significant negative relationship between high performance work system and turnover intention.

2.4.2 Relationship between staffing and turnover intention

Staffing can be defined as an organization can get benefits from its HR if the organization recruits and selects the most competent candidates (Schuler & MacMillan, 1984). Staffing refers to the activities including recruitment and selection by identifying and attracting, competent and potential employees (Dessler, 2009). According to Hossain (2010) mention that the staffing (recruitment and selection) policy fails to generate employee attraction and commitment to the organization. Thus, Khan et al. (2011) find negative relationship between staffing practices (recruitment and selection) and employee turnover in Pakistani organization and assert that suitable recruitment and selection helps the organization to retain their employees find that because of lack of a proper structure in recruitment system both part time and permanent employees in India.

Furthermore, staffing had further described into recruitment source and selection, where each had proven to be negative relationship to turnover intention. According to Breaugh (1981) indicated that recruiting which is fundamentals have been consequently related to employee work routine, work outlooks not to mention to absenteeism as well. Persons whom enlisted through specialized contracts and whom is apply straightforward to organizations (self-initiated contacts) have more exact and wide-ranging precise evidence about the job description and the association, and thus employees will have extensive longer period of time than do persons employed thru the press, university placement offices and employ agencies. Bonn and Forbringer (1992) explain that signing nearly any 'warm bodies' that are attentive in hospitality industry consequences in developed levels of worker turnover and suggested to employee through sources like references, signing of minorities, senior and handicapped workers in order to lessen worker turnover.

Based on the researcher Ghebregiorgis and Karsten (2007) emphasized about proper employment can help to retain the worker's self-assurance extraordinary because besides than that, it also receiving the right people, hiring has significant vital illustrative aspect. Bonn and Forbringer (1992) found that workers selection over job screenings which is accurate will have indeed a lesser turnover intent. According to the past research establish that in the collection procedure social interviews are used more and orientations are not check in sample of hospitality industry and further that in the present unbalanced situation, hospitality recruiters have a disposition for the person job-fit rather than companies-fit of applicants. Unlike the above specified research, Dawson and Abbott (2011) specified those workers from a company which is designated with superior person-organization fit will obligate the intent to remain and achieve enhanced for the organization.

Trinkoff, Johantgen, Storr, Gurses, Liang, and Han (2013) mentioned that a good governing for staffing, bed size, skill mix and tenure does not concern with external environment pressure ulcers, discomfort, and urinary tract contaminations which result in higher staff turnover. Therefore, employee turnover is one of the abundant severe anxiety in nursing homes as it has remained originate to negatively affect care. A better staffing system, other than controlling is needed to reduce the turnover intention. When worker turnover is lessened, improved maintenance value is more probable in nursing institutions. Hence, there is a significant prove that negative association between people relationship and the turnover intention.

H1a: There is significant negative relationship between staffing and the turnover intention.

2.4.3 Relationship between compensation and turnover intention

In hotel industry, employee is received lowest salary compare with other industry. This is because of the lack of union support and low skills of management needed (Nankervis, 1995). Besides, if a company offer better education incentives and monetary incentives definitely turnover intention will low. Every employee expects that what effort their put can get back similar or greater output. Employee who receive underpaid will leads to job dissatisfaction, reduce level of motivation and high employee turnover in particular organization (Breugh, 1981). In addition, hospitality is lacking of high quality of human resources management system, this cause that most of the hospitality sector employee cannot stay long in their job. The main reason cause this scenario is employee receive low paid, high demanding of work, uncertain opportunities for promotion and others (Haiyan & Baum, 2006), employee assume that employer can understand how much afford they have contribute to an organization and effort must be equal to pay or compensation, so that employee turnover intention can be low. Besides employee effort, employer also need to focus on working environment and benefits to retain and attract talented employee (Baum, 2008). Salary benefits and promotion opportunity are main reason employee care on, if employee satisfy on the compensation, turnover intention will low (Chan & Kuok, 2001).

Compensation systems in organizations must be associated to organizational objectives and policies and also requires corresponding with the interests of the employer and the expectations of employees. Compensation is affects by what means and why potential candidates pick to work at on organization over others. Employers must be reasonable competitive with diverse types of compensation in order to employ, retain, and remuneration performance of employees in the organization. Therefore, compensation is vital for retaining experienced employees within their existing organization. Compensation systems obligation to proportional to managerial goals and policies and mandatory balancing the interests of the employer with employee's expectation because it affects potential employees choose to work at an organization or other companies.

So, employers must be fair in compensation in order to retain experienced employees in their organization (Weldeyohannes, 2016).

H1b: There is a significant negative relationship between compensation and turnover intention.

2.4.4 Relationship between training and development and turnover intention

An organization provide on-going activity which is training to employees is to deliver information and given a correct guidance of direction for heighten of competencies which may increase in performance of job task but training is high costing. Most of the companies are willing to pay for high costing of training because it worth, training not only can increased organization performance it also can reduced turnover intention (Tariq & Ahmed, 2014). Training outcomes can be linked to productivity in two ways, which are higher job training provide for employees will increase the productivity of employees and directly enhance productive activities (Schaffner, 2001). According to Nawaz, Pangil and Bhatti (2016), programs of training can illustrate that organization regarded their employees as valued assets, so organization willing to investing in their employees by providing them an opportunities of training. In fact, this may increase employee's inspiration and motivation to their job, they will perform well and unlikeliness to leave the organization.

Employee training is denotation of management commitment to assemble a life-long relationship with the employees, hence it will influence their turnover decision (Samuel & Chipunza, 2009). According to Mudor and Tooksoon (2011) training can enhance employees' motivation and commitment but organization has to decide how to invest in training in order to balancing the cost of training to increased productivity. Organization should provide training for increasing profitability of

employees' satisfaction toward the organization because it may influence them to stay longer in their organization. Past researchers have justified training and development have negative relationship with turnover intention (Kesen, 2016). Then we make the below hypothesis:

H1c: There is a significant negative relationship between training and development and the turnover intention.

2.4.5 Relationship between communication and turnover intention.

Organizational communication can be referred to as communication among different hierarchic levels, as well as communication between employees in the organization (Turkalj & Fosic, 2009). Studies have shown that communication is an important determinant that significantly influences turnover intention of both management and non-management personnel (Moncarz et al., 2009). It is not only important that the management is able to clearly communicate with their employees (downward communication), but also relevant that employees can easily deliver messages to their leaders (upward communication) (Turkalj & Fosic, 2009). Additionally, easy communication within and between teams or departments (sideward communication) also increases the perceived satisfaction of communication (Turkalj & Fosic, 2009).

In summary, communication that has been proven to be an important influencer for turnover consists of downward, upward and sideward communication. The satisfaction of employees regarding these three communication forms will be measured within this research. The satisfaction of employees regarding these three communication forms will be measured within this research. South Korean companies, compared to other global companies, have an underdeveloped organizational communication (Korea Chamber of Commerce & Industry, 2016). This is represented by one-way communication from top to bottom. Based on the

social exchange theory, it can be assumed that the low perception of South Korean employees concerning communication in organizations leads to an increase in turnover intention. Accordingly, the following hypotheses are formulated. It is expected that a high perception of communication will decrease the intention to leave and vice versa. Therefore, this study proposes:

H1d: There is a significant negative relationship between communication and turnover intention.

2.4.6 Relationship between transformational leadership and turnover intention

Transformational leaders are characterized by emphasizing on the need to meet challenges in changing time and the part of leader in foreseeing and executing the transformation of organizational performance (Bass, 1985). Transformational leadership dimensions: inspiring enthusiasm, intellectual stimulation, idealized influence and individual deliberation are said to be able to promote higher job satisfaction (Hassan & Yau, 2013; Sadeghi & Pihie, 2013). A study conducted by Ostrow, Larrabee, Janney, Hobbs, Burant and Withrow (2003) revealed job dissatisfaction is the antecedent of intent to leave. As well-known, transformational leadership has been connected to job satisfaction and it is assumed that transformational leadership might lower the turnover intention of workers by reassuring a workplace where workers knowledge about job satisfaction. Based on the research of Gill, Mathur, Sharma, and Bhutani (2011), the fast food and full service restaurant service workers in the Punjab area of India, the academicians can determined that there is a negative relationship between transformational leadership and turnover intention. The resulting hypothesis was made:

H1e: There is a significant negative relationship between transformational leadership and turnover intention.

2.5 Conclusion

In a nutshell, this chapter focuses at appropriate literature in the planned framework for this study and discussed about the hypotheses development. It provides an insight to our research topic particularly in examining HPWS on turnover intention in Malaysia retail industry. Thus, this research methodology of this study will be conferred in more comprehensive way in the following chapter, i.e. Chapter 3.

CHAPTER 3: RESEARCH METHODOLOGY

3.0 Introduction

In this chapter, the research methodology will be unveiled. First, we determine the research design as whether it is a quantitative or qualitative research. Next, we will include the data collection methods whereby primary data will be deemed to be collected from target respondents (retail industry employees) through questionnaire and secondary data from published journals and articles. Furthermore, the procedure of sampling design is discussed together with the research instrument which includes pilot test, questionnaire design, construct measurement, data handling and data analysis.

3.1 Research Design

Qualitative research is mainly designed to attain an understanding of fundamental opinions and reasons by collecting open-ended answers, emergent data with the aim of developing and exploring of new information or conceptions from the data for the future quantitative research (Creswell, 2013). Furthermore, quantitative research focuses on observation and measurement, the data collected are dependent on predetermined mechanisms that are able to yield statistical data (Creswell, 2013). In this research, statistical analysis and numerical measurements are being applied, thus quantitative research is being engaged in this research.

Based on the research purposes, the objective of this study is to explore the relationship between the independent variable (HPWS) and dependent variable (turnover intention). Hence, it can be assumed that causal research is being commenced in the research as this study seeks to identify cause-and-effect relationships amongst the variables.

3.2 Data Collection Method

To obtain more reliable and accurate data, information and data can be collected by two ways which are primary data and secondary data. Data collections from primary and secondary data sources are essential for researchers to gather evidence.

3.2.1 Primary Data

Primary data can be referred as data that has not been published previously and the data is collected directly from the researcher for specific purpose research study (Curtis, n.d.). There are two available data-collection methods namely observation and survey. Observation is the method used to provide a brief description of the situations that are being examined. According to Sekaran and Bougie (2010), observation provides rich information and clues about the phenomena observed and offer understanding of interpersonal and group dynamics. On the other hand, survey is used to establish generalizable findings that can be tested with hypothesized relationship between constructs.

In this study, we aim to obtain the findings regarding turnover intention so that the data can be utilized by Malaysia policy-makers to improve retail industry. The findings are designed to examine the turnover intention of employees in undertaking retail industry in Malaysia. Therefore, survey method is appropriate to collect primary data.

We will be conducting a survey by distributing questionnaires regarding the research questions as stated in Chapter 1.4. The questionnaires will be distributed to target respondents in selected sampling area. According to Sekaran and Bougie (2010), questionnaires enable the researchers to obtain the data from respondents within a short period of time. Other than that, questionnaire is useful in developing research hypotheses whereby

respondents would provide their feedbacks to enhance the research questions.

3.2.2 Secondary Data

Secondary data can be defined as a data that had been collected and published by other research project (Curtis, n.d.). For example, related journal articles that are retrieved from online database such as Google Scholar, ScienceDirect and other relevant databases.

It is true that obtaining secondary data is less time consuming and less costly as compared to primary data. According to Sekaran et al. (2010), secondary data is useful to assist researchers effectively and provide a better understanding of the research problem. All these secondary data are important to develop Chapter 2 in this research as supportive evidence to prove certain facts especially in Literature Review. In addition, we have also utilized the online resources such as UTAR online database, government department official websites and online journal articles to provide some relevance and utility to improve the overall presentation.

3.3 Sampling Design

3.3.1 Target Population

Target population is a cluster of people that the scholar wishes to draw as conclusions (Kitchenham & Pflieger, 2010). This research aimed to examine organization justice and work engagement of employee in Malaysia retail industry. So, the targeted populace of this research is all the Malaysian who now working in retail industry. Based on the information provided by Department of Statistics Malaysia, Official Portal the whole active employed population (as 2013) in the retail industry is approximately 988,741 (53.6% of 1.7 million) (Malaysia-Services 2013).

By observing the large number of respondent, this investigation will narrow down to target population, which is for those who are currently working in Kuala Lumpur, Kampar and Ipoh area. Because it can to reduce the cost and time that involved in this research. There are two form of questionnaire that had been distributed, such as printed survey and online survey. Because of the nature of simple and easy sampling method, all the target employees have ability came into contact during the data collection phase, either in person, electronically or some approached that able to respond to the survey on their voluntarily basis.

Table 3.1: The Main Findings of Census of Distributive Trade Sector

The main findings of Census of Distributive Trade Sector 2014 reference year 2013 are as shown:

Sub-Sector	Numbers of establishments	Total number of persons engaged	Value Added (RM Billion)	Average monthly salary (RM)	(%) Women-owned establishments	(%) SMEs establishments
Wholesale trade	57,050	442,795	68.5	2,727	8.5	15.3
Retail trade	260,664	988,741	62.0	2,289	87.1	70.2
Motor vehicles	53,011	268,372	21.4	2,216	4.4	14.5
Distributive Trade	370,725	1,699,908	151.9	2,410	19.6	97.7

Source: (Department of Statistics Malaysia, 2013)

3.3.2 Sampling Frame and Sampling Location

Sampling frame defined as all the element of target population where the sample were collected (Sekaran & Bougie, 2010). However, sampling frame may refer to the source of collect and conducts that required some information for the studies purpose. The target population consists of employees in retail industry of Malaysia.

3.3.3 Sampling Elements

In the study of Cavanaugh et al. (2001), sampling element can be defined as a single member of the population. However, each of the individual from the targeted population also can be deemed as an element. Based on the sampling frame is including respondents who currently working in retail industry in Kuala Lumpur, Kampar, and Ipoh area, from different age group, gender, working background, and so on. So, the sampling element in this research can be from different demographic profile as long as they are employees in retail industry.

3.3.4 Sampling Technique

Non probability sampling method in this research is selecting the sample from the population because it can demonstrate a particular trait exists in the population (Explorable, 2009). Among different types of non-probability sampling methods, convenience sampling method is selected for this research. This is because convenience sampling can provide the quickness and availability and quickness on which data can be gathered (Sekaran & Bougie, 2010). In this research, every employee who currently working in retail industry in Kuala Lumpur, Kampar, and Ipoh area also have an equal chance to participate in the survey without any biases. Convenience sampling is used to convey a fast response, inexpensive and accessible. With reference to Wimmer and Dominick (2003), they convinced that convenient sampling able to help in collecting the helpful data.

3.3.5 Sampling Size

There are several rules in determining the sample size. One of the researchers, Roscoe (1975) mentioned that sample size larger than 30 and less than 500 are suitable for using in this investigation. From the Sekaran and Bougie (2009) mentioned there is a table shows the suggested sample

size according to the population size. Therefore, we are required to distribute 384 sets of questionnaire. In case of any failure on collect back all questionnaire, we had decided to distribute 450 sets of questionnaire. After collecting the questionnaires, we found that only 401 set of valid answer questionnaires can be used in analysis phase. This is because many of the invalid replies have been removed from total responses. While for the removal was due to the respondents had left blank in some sections, select same answer for all section or select more than one answer in some section with regards to the variables in the questionnaire that have been distributed for them.

$$\text{Formula } n = N / (1 + Ne^2)$$

Where, n = the sample size or respondents for this research

N = Size of target population which is the number of employees in Malaysia retail industry

e = the level of precision (a 95% confidence level or 5% precision level)

$$n = 988,741 / [(1) + 988,741 (0.05)^2]$$

$$n = 401 \text{ (sample size)}$$

3.4 Research Instrument

3.4.1 Questionnaire Design

In this study, we use personally managed questionnaire as our mode of data collection. Personally administered questionnaire is being selected based on several reasons such as the ability to establish rapport with respondents, respondents' doubts can be clarified, and the anonymity of respondent is high. Besides that, questionnaire also enables a great amount of information to be collected from a large quantity of people and provides the benefit in terms of time efficiency and cost effectiveness (Introduction to Research, n.d.). The questionnaire is designed in fixed-alternative questions which require less interviewer skill, ease the problem of time

consuming, as well as easier for respondents to answer (Zikmund, Babin, Carr, & Griffin, 2010). Respondents are required to select the answer belong to their viewpoint from a given limited alternative. For the types of fixed-alternative questions, we use simple-dichotomy question and determinant-choice question to create our questionnaire.

The questionnaire comprises of two sections. In Section A, the dimensions of independent variable are staffing, training and development, compensation, communication and transformational leadership. Combining with dependent variable (turnover intention), there are a total of 28 questions in this section. This will help to measure the dependent variable, which is the turnover intention, and the relationship between the dimensions of independent variable in Malaysia retail industry. As for Section B, there are 8 questions on demographic profiles which are designed to obtain some basic information from the respondents. The questions which include gender, age group, marital status, ethnic group, education level, working experience, salary level, and job position level. The main reason for placing demographic questions at the end of the questionnaire is to convince respondents the genuineness and legitimacy of the questions designed; hence, they are more inclined and amenable to share personal information, especially for highly sensitive information such as details of income.

Likert scale questions are designed in Section A. Likert scale is used to measure attitudes by asking respondents to answer in terms of the extent to which they agree with the series of statements about a topic, tapping into the cognitive and affective components of attitudes (Likert, 1932). The benefit of using likert scale questions is that it allows for degrees of opinion or even no opinion at all (e.g. neutral), but not just simple yes or no answer from respondents (McLeod, 2008). We use 5 likert scale questions in Section A. The intention of respondents will be represented by the ranges from 1-5. For instance, 1 = strongly disagree, 2 = disagree, 3 = neutral, 4 = agree and 5 = strongly agree.

3.4.2 Pilot Test

A pilot test has been conducted on a small group of respondents to examine the reliability and internal consistency as well as potential problem of the research method before the actual result is tested. There are a lot of studies suggested different sample size that is suitable for pilot testing. For example, Sandvik, Erikssen, Mowinckel, and Roedland (1996) suggested minimum of 20 in total. Sim and Lewis (2012) suggested that 55 is the suitable sample size for pilot testing. According to Issac and Michael (1995), 10 to 30 respondents are highly recommended for sample size of pilot study. Moreover, Hill (1998) also recommended that 10 to 30 respondents are fair enough for conducting pilot study. Based on our research, our respondents are the employees who are currently working in Tesco which located at Kampar, the maximum of 30 respondents may be necessary for us to get accurate pilot testing result. Therefore, 30 sets of questionnaire were allocated to pilot-test our research. After the information and data has been collected, the outcomes is determined for reliability and validity utilizing the Statistical Analysis System (SAS). This procedure is significant since it permit for adjustment in the questionnaire in order to improve the reliability of this test. After completed all the corrections, the main questionnaire surveys were distributed. We took about one month time to carry out the survey and pilot test, which is in May 2017.

3.4.2.1 Result of Pilot Test

Based on Zikmund, Babin, Carr, and Griffin (2010), coefficient alpha ranges in value from 0 (no consistency) to 1 (complete consistency). Scales with a coefficient alpha between 0.80 and 0.95 are reflected to have very good reliability. Scales with a coefficient alpha between 0.70 and 0.80 are deliberated to have good reliability, and an alpha value between 0.60 and 0.70 signifies fair

reliability. The scale has poor reliability when the coefficient alpha is below 0.60. Based on this standard, the result of Cronbach's alpha coefficient in pilot test was presented in Table 3.2.

Table 3.2 Reliability Analysis Results (Pilot Test)

Variables	Dimensions	Cronbach's Alpha
Independent variable	HPWS	
	-Staffing	0.741104
	-Compensation	0.855782
	-T&D	0.790522
	-Communication	0.773705
	-TL	0.807435
Dependent variable	Turnover Intention	0.693098

Source: Developed for the research

3.5 Constructs Measurement

3.5.1 Origin of Construct

In our research, the questionnaire is constructed by adapting the questionnaire from previous researchers and modified by us. The table below is the origin of the questionnaire from the researchers and the number of items which applied in this research. Some of the questionnaire is designed for self-administration.

Table 3.3: The Origin of Construct in the Research

Construct	Adopted and Modified From	No of item
Staffing	Shahzad (2011)	3
	Orlowska (2011)	2
Compensation	Margaret L. Williams et al. (2008)	2
	Kim (2012)	3
T&D	Kim (2012)	1
Communication	Downs and Hazen (1997)	5
TL	Podsakoff and associates (1990)	5
Turnover intention	Joo and Park (2010)	2
	Kim (2012)	3

Source: Developed for the research

3.5.2 Scale of Measurement

According to Sekaran and Bougie (2012), Measurement is the procedure of collecting the data in the form of numbers. Some of the information which is being measured can be expressed by the numbers. Scale is an instrument which uses to measure the score of any variables. The scale is categorized into four groups, for example, nominal scale, ordinal scale, interval scale and ratio scale.

3.5.2.1 Nominal Scale

Based on Sekaran and Bougie (2012), the most basic level of scale measurement is nominal scale. It is a very easy and simple method to allocate a degree of value to groups or categories purposes. There is no quantities are being represented, thus, the value can be or does not have to be. For instance, asking respondent to indicate their gender does not involve any quantities and there is no value to be given.

Example of Nominal Scale

What is your gender?

Male

Female

3.5.2.2 Ordinal Scale

Furthermore, ordinal scale also known as ranking scale. It has some attributes of nominal scale. The property of ordinal scale allows the variable groups and is planned based on rank-orders. While, it does not represent the value between interval and rankings (Sekaran & Bougie, 2012). For instance, “Highest education completed” is fall under ordinal scale since it is based on rank-orders.

Example of Ordinal Scale

Highest education completed:

- SPM
- STPM or Diploma or Certificate
- Bachelor’s Degree
- Others: _____

3.5.2.3 Interval Scale

The attributes of nominal scale and ordinal scale also can be recognize in interval scale. Interval scale is a type of scale which uses the distances between observations to captures quantities which have arbitrary origin. It also does not represent any phenomenon; therefore it is not iconic (Sekaran & Bougie, 2012).

Example of Interval Scale

	SD	D	N	A	SA
1. I frequently attend training given by the company.	1	2	3	4	5

3.6 Data Processing

Data processing refers to an explanation of data preparation. After data are acquired by questionnaires, they required to be edited, coded, and keyed in before analyzing the data to investigate the hypotheses.

3.6.1 Data Editing

Data editing is the process of checking the completeness, consistency, and legibility of data and getting the data for coding and transfer to storage. Item nonresponse refers to an unanswered question on an otherwise complete questionnaire. Plug value is used to replace blanks or missing values when the relationship between two questions is important, such as that between a question about staffing and turnover intention. The decision rule is that to plug in an average or neutral value in each missing data, which allow a response to this item to be salvaged. This could be a good option because the response is important and effective sample size would be too small if all missing responses are deleted (Zikmund et al., 2010).

3.6.2 Data Coding

Allocating a number to the respondents' responses is referred to as data coding. All responses have to be coded prior entering into database.

In Section A of the questionnaire, the responses for each questions asked is coded as below:

- “Strongly Disagree” is coded as 1
- “Disagree” is coded as 2
- “Neutral” is coded as 3
- “Agree” is coded as 4
- “Strongly Agree” is coded as 5

Whereas in Section B of the questionnaire, the responses for each demographic questions asked is coded as below:

Table 3.4: Data Coding for Demographic Profile

Q1	Gender	<ul style="list-style-type: none"> • “Male” - 1 • “Female” - 2
Q2	Age group	<ul style="list-style-type: none"> • “Below 25 years old” -1 • “25-35 years old” -2 • “36-45 years old”-3 • “45-55 years old”-4 • “Above 55 years old”-5
Q3	Marital Status	<ul style="list-style-type: none"> • “Single” -1 • “Married” -2 • “Others” -3
Q4	Ethnic group	<ul style="list-style-type: none"> • “Malay” -1 • “Chinese” -2 • “Indian” -3 • “Others” -4
Q5	Highest education completed	<ul style="list-style-type: none"> • “SPM” -1 • “STPM or Diploma or Certificate”-2 • “Bachelor’s Degree” -3 • “Others” -4
Q6	Working experience	<ul style="list-style-type: none"> • “Less than 1 year” -1 • “1-5 years” -2 • “6-10 years” -3 • “11-15 years” -4 • “More than 15 years” -5
Q7	Salary	<ul style="list-style-type: none"> • “RM 1000 to RM1500” -1 • “RM 1501 to RM 2000” -2 • “RM 2001 to RM 3000” -3 • “RM 3001 and RM 4000” -4 • “RM 4001 above” -5
Q8	Job position	<ul style="list-style-type: none"> • “Manager” -1 • “Supervisor” -2 • “Sales executive” -3 • “Promoter” -4 • “Others” -5

Source: Developed for the research

3.6.3 Data Transformation

Data transformation refers to the procedure of replacing another value to the originally represented quantitative value. This step is necessary when several questions have been used to measure a single variable (Sekaran & Bougie, 2010). For instance, staffing is measured using 5 items, thus a new “staffing” score needs to be generated from the scores that reflected in the 5 individual items. For example, our respondent has circled 4, 3, 5, 4, and 3 respectively on the five questions measuring staffing. The combined score on staffing would be $(4+3+5+4+3=19/5=3.8)$.

3.7 Data Analysis

After we gather the data, the data will be evaluated and interpreted with Statistical Analysis System Enterprise Guide (SAS) software.

3.7.1 Descriptive Analysis

Descriptive analysis is the procedure of converting raw data into a method that is easily understood and interpreted by the readers. (Zikmund, 2003). There are three methods in forming and summarizing the data in an informative way which are frequency, percentage, and average. According to Sekaran (2003), descriptive analysis describes the data in terms of mean, standard deviation and frequency.

We apply descriptive analysis for section B of the questionnaire which is related to demographic profile. The data collected will be presented in histogram, both ordinal and nominal scales will show in the pie chart and bar chart.

3.7.2 Scale Measurement

3.7.2.1 Reliability Test

According to Sekaran and Bougie (2012), reliability test shows that how the degree of stability and reliability of the instruments measure the concept of the research. It is a symptom to what degree the questionnaire is error-free or free from bias.

The most familiar method that is practical to extent the reliability test is Cronbach's Alpha (Sekaran, 2003). Therefore, a reliability test based on a Cronbach's Alpha statistic will be used to experiment whether these factors were consistent and dependable. The table below shows the range of the Cronbach's Alpha:

Table 3.5: Cronbach's Alpha Range

Level of Reliability	Coefficient Alpha ranges, α
Poor Reliability	Less than 0.60
Fair Reliability	0.60 to 0.70
Good Reliability	0.70 to 0.80
Very Good Reliability	0.80 to 0.95

Source: (Sekaran & Bougie, 2010)

3.7.3 Inferential Analysis:

3.7.3.1 Pearson Correlation Coefficient

The Pearson Correlation Coefficient is proper for likert scale variables and is used to study the relationship and direction between independent variable and dependent variable. It shows the strength of the variables towards the dependent variable which, in this study, the turnover intention. According to Sekaran & Bougie (2010), the result can be either positively correlated (plus 1) or

negatively correlated (minus 1). A stronger level of variables association can be represented by a positive correlation while a weaker level of variables association has negative correlation.

In this study, the questions in Section A are using this study to test the relationship between the variables whereby Likert Scale has been used to show the level of agreement on each question regarding HPWS and turnover intention in Malaysia retail industry. The strength of relationship between variables is interpreted based on the coefficient range as shown below.

Table 3.6: Rules of Pearson Correlation Coefficient Analysis

Coefficient Range	Strength
+ 0.91 to + 1.00	Very strong
+ 0.71 to + 0.90	High
+ 0.41 to + 0.70	Moderate
+ 0.21 to + 0.40	Small but definite relationship
0.00 to + 0.20	Slight, almost negligible

Source: Hair, J. F. Jr., Money, A. H., Samouel, P., & Page, M. (2007). Research methods for business. England: John Wiley & Sons, Inc.

3.7.3.2 Multiple Regression Analysis

Multiple Regression Analysis (MRA) is best known for its ability to tell the significant relationship when there are more independent variables used to describe one dependent variable (Sekaran & Bougie, 2010). In this analysis, the square of multiple-r (R-square) is generated to explain the level of effect each variable has on dependent variable.

In this research, we are able to identify which independent variable (high performance work systems) is the most influential factors in affecting the dependent variable, the turnover intention.

3.8 Conclusion

This chapter explains about our research methodology which comprises research design, data collection methods, sampling design and research instrument. To improve our research reliability, we apply the most familiar research measurement which is the Cronbach's Alpha statistic. Next, all the suggestions will be tested under Pearson Correlation Analysis and Multiple Regression Analysis in which the relationships between independent and dependent variables will be determined. In the following Chapter 4, a series of data interpreting works will be carried out to explain in further details about the data collected and information generated from both pilot study and actual survey.

Chapter 4: RESEARCH RESULT

4.0 Introduction

In this chapter, all the data were analyzed and computed by using SAS Enterprise Guide 7.1 software, and the results will be shown in tables and figures. We measured respondents' demographic profile using descriptive analysis. The result of Pearson Correlation Coefficient Analysis and Multiple Regression Analysis, which is to measure the variables' reliability and model's predicting power, will also be measured by using scale measurement.

4.1 Descriptive Analysis

4.1.1 Respondent Demographic Profile

In our questionnaire, we collected personal information of respondents, such as gender, age group, marital status, religion, education level, working experience, salary level, and job position level.

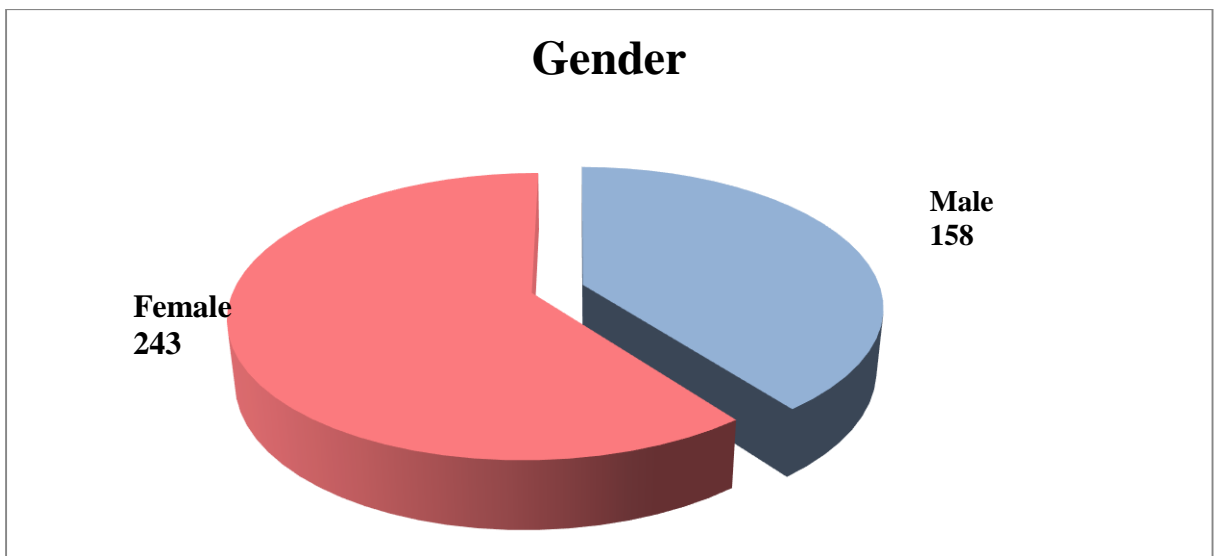
4.1.1.1 Gender

Table 4.1 Gender

Gender	Frequency	Percentage	Cumulative Frequency	Cumulative Percentage
Male	158	39.40	158	39.40
Female	243	60.60	401	100.00
Total	401	100	401	100

Source: Developed from SAS Enterprise Guide 7.1

Figure 4.1 Gender



Source: Developed for the research

In certain circumstances, we found that women actually more than men in retail industry. According to a statistic that shows the percentage of workers in Australia in retail by gender, 54.6% of female respondents whether they were working full-time or part-time, comparing with 45.4% of male respondents. From this result, we can see that female respondents have higher frequency than male respondents (Labour Force, Australia, Detailed, Quarterly, Feb 2016). Our data also reveals that most of the respondents are mostly females, it is an understood fact, were the company realize the need for equal employment opportunity for women.

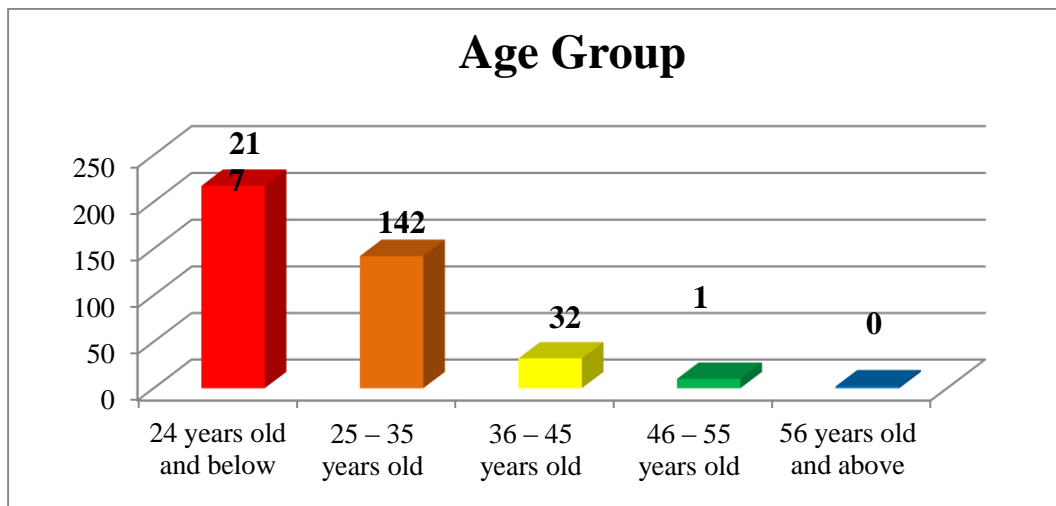
4.1.1.2 Age

Table 4.2 Frequency Table for Respondents' Age

Age Group	Frequency	Percentage	Cumulative Frequency	Cumulative Percentage
24 years old and below	217	54.11	217	54.11
25 – 35 years old	142	35.41	359	89.52
36 – 45 years old	32	7.98	391	97.5
46 – 55 years old	10	2.5	401	100
56 years old and above	0	0	401	100
Total	401	100	401	100

Source: Developed from SAS Enterprise Guide 7.1

Figure 4.2 Age Group



Source: Developed for the research

It is obviously showed that there is a total of 54.11% respondents are from the age below 24 years old. The second highest age group was fall under the range of 25-35 years old of respondents who represent 35.41%. The result is align with the report from Labor Force Statistics from the Current Population Survey, in which young workers are more than old workers in retail trade (U.S. Bureau of Labor Statistic, 2017). Older respondents who are 56 years old and above occupied the smallest portion in this question. This is probably related to certain health safety concern and age of retirement.

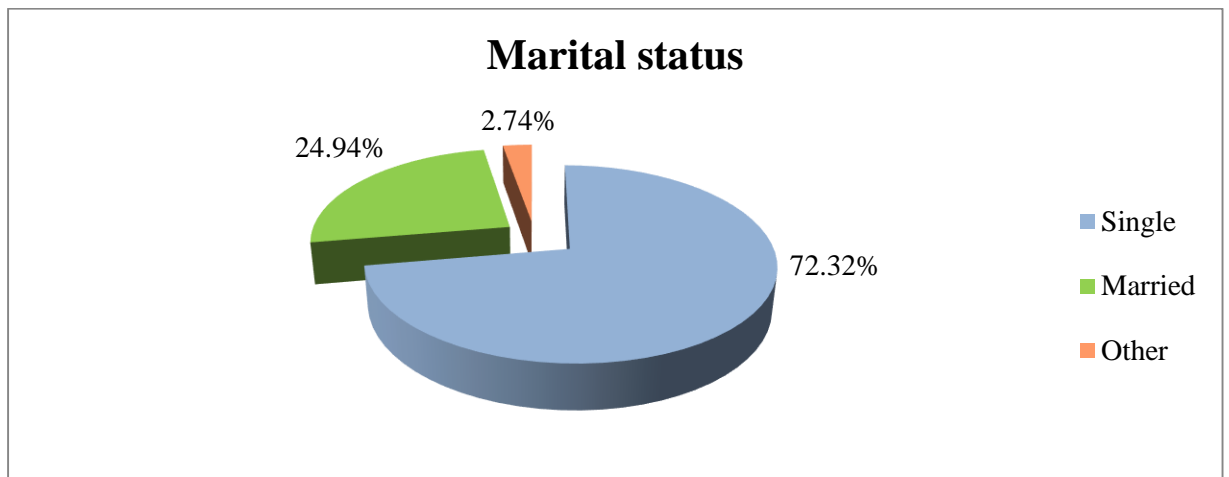
4.1.1.3 Marital Status

Table 4.3 Marital Status

Marital Status	Frequency	Percentage	Cumulative Frequency	Cumulative Percentage
Single	290	72.32	290	72.32
Married	100	24.94	390	97.24
Other	11	2.74	401	100.00
Total	401	100.00	401	100.00

Source: Developed from SAS Enterprise Guide 7.1

Figure 4.3 Marital Status



Source: Developed from the research

Table 4.3 and Figure 4.3 demonstrate the marital status of the respondents. According to collected data, single respondents represented the largest group (290), followed by married respondents (100) and others (11). The data has shown that single respondents more than married respondent in retail industry as we assume that married respondent doesn't prefer job description of retail industry. The salary provided is mostly lower and working hour is longer than other industry. Much of the research suggest that works in low-wage careers are less likely to marry and more likely to divorce. (Yarrow, 2015) Besides, there is a lot of fresh graduated work as part time worker in retail industry nowadays.

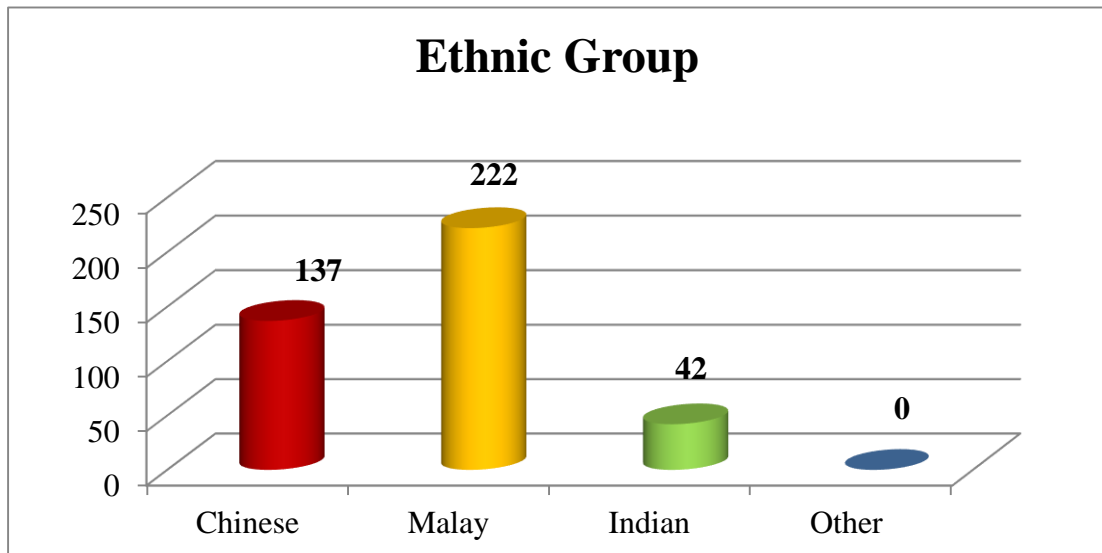
4.1.1.4 Religion

Table 4.4 Ethnic group

Religion	Frequency	Percentage	Cumulative Frequency	Cumulative Percentage
Malay	222	55.36	137	34.16
Chinese	137	34.16	359	89.52
Indian	42	10.48	401	100.0
Other	0	0	401	100.0
Total	401	100	401	100

Source: Developed from SAS Enterprise Guide 7.1

Figure 4.4 Ethnic group



Source: Developed for the research

Table 4.4 and Figure 4.4 show the frequency and percentage of the ethnic group of the respondents. From the results shown, majority of the respondents, which total 222 respondents are Malay, followed by Chinese is 137 respondents, while Indian is 42 respondents. Malaysian Muslims may have driven retailers in Malaysia-involving large and mostly small and medium businesses to develop Islamic base retail image outlets (Fauzi, 2016).

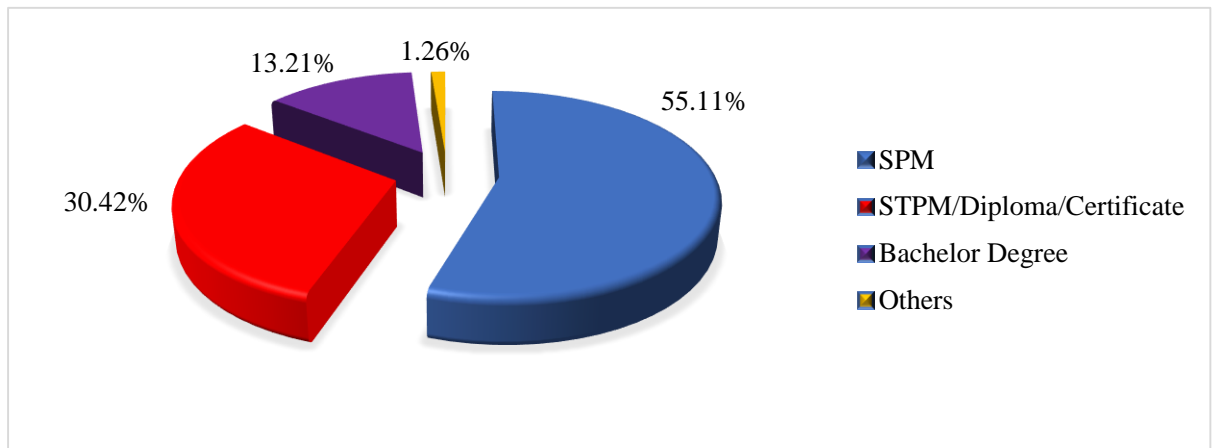
4.1.1.5 Education Level

Table 4.5 Education Level

Education Level	Frequency	Percentage	Cumulative Frequency	Cumulative Percentage
SPM	221	55.11	221	55.11
STPM/Diploma/ Certificate	122	30.42	343	85.53
Bachelor Degree	53	13.21	396	98.74
Other	5	1.26	401	100
Total	401	100	401	100

Source: Developed from SAS Enterprise Guide 7.1

Figure 4.5 Education Level



Source: Developed for the research

Table 4.5 and figure 4.5 shows options of educational qualifications, most of our respondents are from the background of SPM holders, followed by STPM or Diploma or Certificate, Bachelor Degree and others. According to research done by Kamarulzaman, Zulkeflee, Hamid, Sahari, and Halim (2015) mentioned that most of the new employees and those who had just completed their Sijil Pelajaran Malaysia (SPM) and may not have considered to continue working in favor of pursuing further study. This is the reason why majority of the respondent is SPM holders.

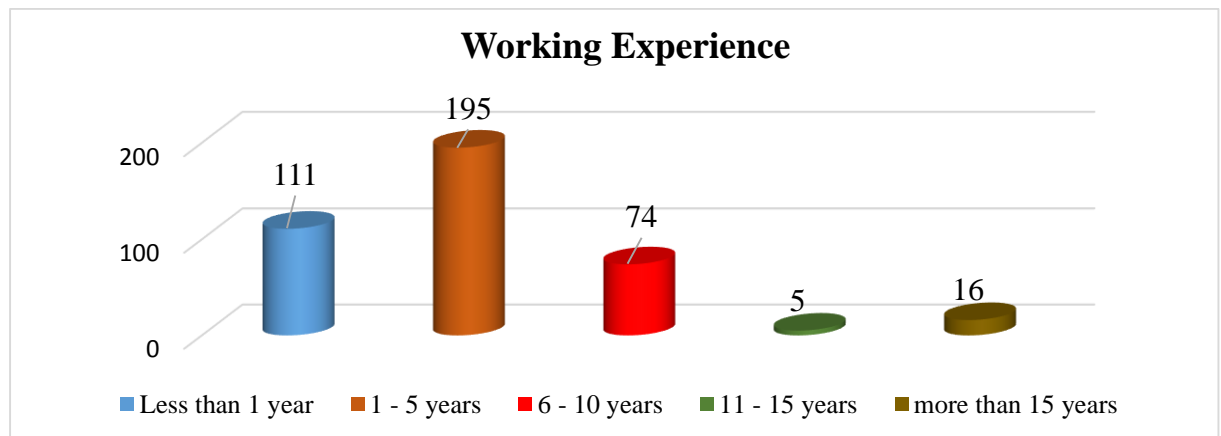
4.1.1.6 Working experience

Table 4.6 Working Experience

Working experience	Frequency	Percentage	Cumulative Frequency	Cumulative Percentage
Less than 1 year	111	27.68	111	27.68
1 – 5 years	195	48.63	306	76.31
6 – 10 years	74	18.45	380	94.76
11 – 15 years	5	1.26	385	96.02
More than 15 years	16	3.98	401	100
Total	401	100	401	100

Source: Developed from SAS Enterprise Guide 7.1

Figure 4.6 Working Experience



Source: Developed for the research

Table 4.5 and figure 4.5 present the frequency and percentage of the Working Experience of the respondents. According to the data collected, majority of the respondents which are 195 respondents (48.63%) who had work around 1 to 5 years, followed by work less than 1 year (27.28%), 6 to 10 years (18.45%), more than 15 years and (3.98%) and 11 to 15 years (1.26 %). Comparing working experience, employees whom has work around 1 to 5 years might have high chances of turnover intention.

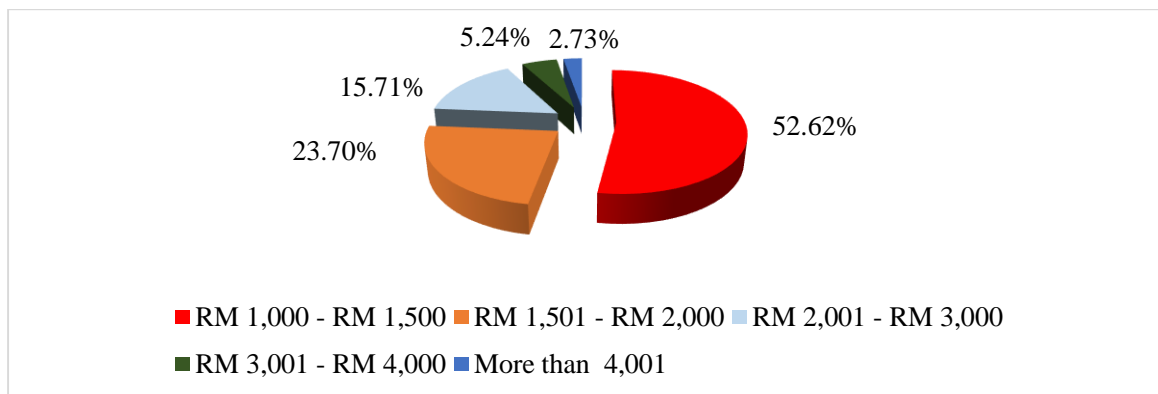
4.1.1.7 Salary Level

Table 4.7 Salary Level

Salary Level	Frequency	Percentage	Cumulative Frequency	Cumulative Percentage
RM 1,000 – RM 1,500	211	52.62	211	52.62
RM 1,501 – RM 2,000	95	23.70	306	76.32
RM 2,001 – RM 3,000	63	15.71	369	92.03
RM 3,001 – RM 4,000	21	5.24	390	97.27
More than RM 4,001	11	2.73	401	100
Total	401	100	401	100

Source: Developed from SAS Enterprise Guide 7.1

Figure 4.7 Salary level



Source: Developed for the research

From the result of 401 respondents who are employed with salary which range around RM 1, 000 to RM 1, 500 occupied largest portion which covered 52.62 %. There are 23.79% respondents who stated that they are earning RM1, 501 to RM 2, 000, 15.71% works around RM 2, 001 to RM 3, 000, 5.24% who earn around RM 3, 001 to RM 4, 000, and 2.73 who earn more than RM 4, 001. The result have shown that majority of the respondent receive around RM 1, 000 to RM 1, 500 which is the average received by those employees who are promoters.

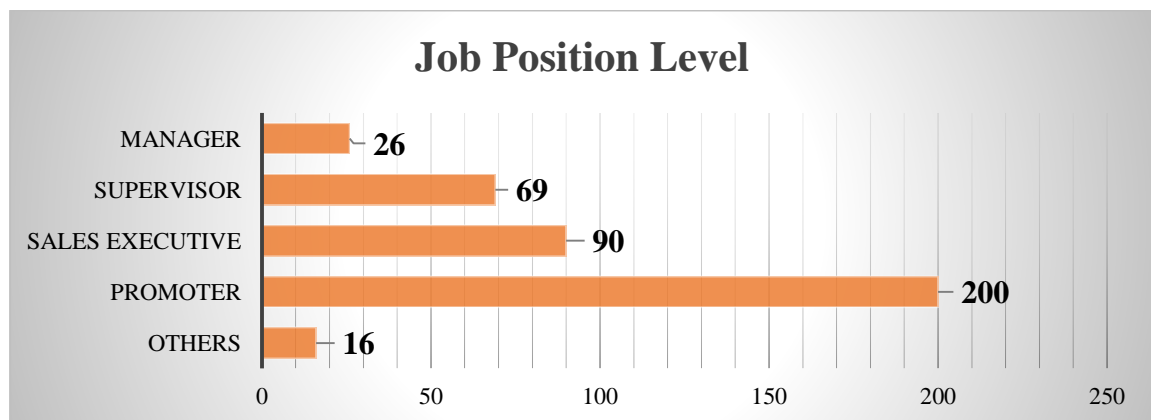
4.1.1.8 Job Position Level

Table 4.8 Job Position Level

Job Position Level	Frequency	Percentage	Cumulative Frequency	Cumulative Percentage
Manager	26	6.48	26	6.48
Supervisor	69	17.21	95	23.69
Sales executive	90	22.44	185	46.13
Promoter	200	49.88	385	96.01
Other	16	3.99	401	100
Total	401	100	401	100

Source: Developed from SAS Enterprise Guide 7.1

Figure 4.8 Job Position Level



Source: Developed for the research

Table 4.8 and Figure 4.8 demonstrate the job position level of the respondents. According to collected data, promoter category respondents represented the largest group (200), followed by sales executive (90), supervisor (69), manager (26) and others (16). Retail industry provides large quantity of position and improves employment pressure. Majority position of this research is lower middle level position such as promoter, sales executives, supervisor, and manager (Wu, 2012).

4.1.2 Central Tendencies Measurement of Constructs

Table 4.9 Central Tendencies Measurement

Variable	N	Min	Max	Mean	Standard Deviation
Staffing	401	1.80	5.00	3.76459	0.49320
Compensation	401	1.80	5.00	3.62095	0.56759
Training & Development	401	2.00	5.00	3.66933	0.54633
Communication	401	1.80	5.00	3.71022	0.49912
Transformational leadership	401	1.60	5.00	3.70274	0.52992
Turnover intention	401	1.33	5.00	2.98587	0.72730

Source: Developed for the research

Based on the Table 4.9, the variable that has the highest average score (mean) is the dimension of independent variable, staffing which is 3.76459 with the standard deviation of 0.49320. Communication is the second highest of mean (3.71022) with the standard deviation of 0.49912. Transformational leadership is the third highest of mean (3.70274) with the standard deviation of 0.52992. The fourth highest mean score is training and development variable (3.66933) with the standard deviation of 0.54633. The fifth highest mean score is compensation variable (3.62095) with the standard deviation of 0.56759. The dependent variable (turnover intention) consists of 2.98587 for the lowest mean score and 0.72730 for standard deviation.

4.2 Scale Measurement

In this part, researchers conduct again the reliability analysis with the total sample size of 401 respondents. Reliability analysis is important as it used to determine the consistency of a set of items correlation among each other. By using SAS software, reliability of the independent variable (staffing, compensation, training and development, communication and transformational leadership) and dependent variable (turnover intention) are evaluated in order to ensure that all the data collected are adequate for hypothesis testing. Below is the summary table of the reliability statistic of all the variables.

4.2.1 Reliability Test

Table 4.10 Reliability Analysis Results

Variables	Dimensions	Cronbach's Alpha
Independent variable	HPWS	
	-Staffing	0.702886
	-Compensation	0.713484
	-Training and Development	0.746663
	-Communication	0.716454
	-Transformational leadership	0.748467
Dependent variable	Turnover Intention	0.602176

Source: Developed for the research

Based on Sekaran and Bougie (2012), we determine that most of our dimension of our research have good reliability. For staffing it has coefficient alpha value of 0.702886, training and development has a coefficient alpha value 0.746663, transformational leadership has coefficient of alpha value 0.748467, compensation has coefficient of alpha value 0.713484 and communication has coefficient of alpha value 0.716454. However, for turnover intention which our dependent variables it has coefficient of alpha value 0.602176. In conclusion, the internal reliability test show that all the dimension of independent variables has coefficient alpha value between 0.70-0.80 for the dependent variables has coefficient alpha value between 0.60-0.70 which is fair reliability.

4.3 Inferential Analysis

4.3.1 Pearson Correlation Coefficient Analysis

Table 4.11 Pearson Correlation Coefficient Analysis

		Cronbach's Alpha
Staffing	Pearson correlation	-0.03950
	Sig. (2-tailed)	0.4302
	N	401
Compensation	Pearson correlation	-0.09981
	Sig. (2-tailed)	0.0458
	N	401
Training & Development	Pearson correlation	-0.15901
	Sig. (2-tailed)	0.0014
	N	401
Communication	Pearson correlation	-0.28081
	Sig. (2-tailed)	<.0001
	N	401
Transformational leadership	Pearson correlation	-0.19644
	Sig. (2-tailed)	<.0001
	N	401

Source: Developed for the research

4.3.1.1 Staffing

H0a: There is no significant negative relationship between staffing and turnover intention.

H1a: There is a significant negative relationship between staffing and turnover intention.

Based on the result, there is a negative relationship between staffing and turnover intention because of the negative value for correlation coefficient. The staffing has -0.03950 correlation coefficient with the turnover intention. Thus, when staffing is high, turnover intention is low. The value of this correlation coefficient - 0.03950 is fall under coefficient range from 0.00 to ± 0.20 . Therefore, the relationship between staffing and turnover intention

is slight, almost negligible. The relationship between staffing and turnover intention is not significant. It is because the p-value 0.4302 is more than alpha value 0.05.

4.3.1.2 Compensation

H0b: There is no significant negative relationship between compensation and turnover intention.

H1b: There is a significant negative relationship between compensation and turnover intention.

Based on the result, there is a negative relationship between compensation and turnover intention because of the negative value for correlation coefficient. The compensation has -0.09981 correlation coefficient with the turnover intention. Thus, when compensation is high, turnover intention is low. The value of this correlation coefficient -0.09981 is fall under coefficient range from 0.00 to ± 0.20 . Therefore, the relationship between compensation and turnover intention is slight, almost negligible. The relationship between compensation and turnover intention is significant. It is because the p-value 0.0458 is less than alpha value 0.05.

4.3.1.3 Training & Development

H0c: There is no significant negative relationship between training & development and turnover intention.

H1c: There is a significant negative relationship between training & development and turnover intention.

Based on the result, there is a negative relationship between training & development and turnover intention because of the negative value for correlation coefficient. The training & development has -0.15901 correlation coefficient with the turnover intention. Thus, when training & development is high, turnover intention is low. The value of this correlation coefficient -0.15901

is fall under coefficient range from 0.00 to ± 0.20 . Therefore, the relationship between training & development and turnover intention is slight, almost negligible. The relationship between training & development and turnover intention is significant. It is because the p-value 0.0014 is less than alpha value 0.05.

4.3.1.4. Communication

H0d: There is no significant negative relationship between communication and turnover intention.

H1d: There is a significant negative relationship between communication and turnover intention.

Based on the result, there is a negative relationship between communication and turnover intention because of the negative value for correlation coefficient. The communication has -0.28081 correlation coefficient with the turnover intention. Thus, when communication is high, turnover intention is low. The value of this correlation coefficient -0.28081 is fall under coefficient range from ± 0.20 to ± 0.40 . Therefore, the relationship between communication and turnover intention is small but definite relationship. The relationship between communication and turnover intention is significant. It is because the p-value $< .0001$ is less than alpha value 0.05.

4.3.1.5. Transformational leadership

H0e: There is no significant negative relationship between transformational leadership and turnover intention.

H1e: There is a significant negative relationship between transformational leadership and turnover intention.

Based on the result, transformational leadership and turnover intention have a negative relationship because of the negative value for correlation coefficient. The correlation coefficient of

transformational leadership and turnover intention are -0.19644. Therefore, when transformational leadership is high, turnover intention is low. The value of this correlation coefficient -0.19644 is fall under coefficient range from 0.00 to ± 0.20 . Therefore, the relationship between transformational leadership and turnover intention is slight, almost negligible. There is a significant relationship between transformational leadership and turnover intention since the p-value $< .0001$ is smaller than alpha value 0.05.

4.3.2 Multiple Regression Analysis

Table 4.12 Analysis of Variance

Source	DF	Sum of Squares	Mean Square	F Value	Pr > F
Model	5	19.18426	3.83685	7.88	<.0001
Error	395	192.40233	0.48709		
Corrected Total	400	211.58659			
Root MSE		0.69792	R-Square	0.0907	
Dependent Mean		2.98587	Adj R-Sq	0.0792	
Coeff Var		23.37415			

Source: Developed for the research

H0: There is no significant negative relationship between high performance work system and turnover intention.

H1: There is a significant negative relationship between high performance work system and turnover intention.

Based on the table above, p-value is $< .0001$ which is less than alpha value 0.05. The F- statistic is significant with value 7.88. The model for this research is a great explainer of the correlation between the dependent and independent variable. Therefore, all dimensions of independent variable (staffing, compensation, training and development, communication and transformational leadership) are significant explain the variance in

turnover intention. The alternative hypothesis is supported by the data. Besides, the extent or percentages of the independent variable indicated by the R-Square can interpret the variations in dependent variable. Based on this research, all dimensions of independent variable (staffing, compensation, training and development, communication and transformational leadership) can explain 9.07% of the variations in turnover intention. Moreover, it is still remains 90.93 % unexplained in this study. In other words, this is vital in interpreting turnover intention that have not been consider in this research.

Table 4.13 Parameter Estimates

Variable	DF	Parameter Estimate	Standard Error	t Value	Pr > t
Intercept	1	4.66735	0.37274	12.52	<.0001
Staffing	1	0.11329	0.07785	1.46	0.1464
Compensation	1	-0.06286	0.06446	-0.98	0.3301
T&D	1	-0.04716	0.07603	-0.62	0.5355
Communication	1	-0.34846	0.08311	-4.19	<.0001
TL	1	-0.11194	0.07977	-1.40	0.1613

Source: Developed for the research

Regression Equation:

By substituting the result collected:

Y= Turnover Intention

a= constant

X₁= staffing

X₂ = compensation

X₃ = T&D

X₄ = communication

X₅ = TL

b= regression of coefficient of xi

i= 1,2,3....

e= an error team, normally distributed of mean 0 (assumes e=0)

Turnover intention= 4.66735 +0.11329 (staffing) - 0.06286 (compensation) – 0.04716 (T&D) -0.34846 (communication) -0.11194 (TL)

From the equation above, communication is the predictor variables that contribute the highest to the variation of the dependent variable (turnover intention) because the value of parameter estimate for this predictor

variables is the largest (- 0.34846) if compare to other predictor variables. This mean that communication make the strongest unique contribution to explain the variation in dependent variable (turnover intention), when the variance explained by all other predictor variables in the model is controlled for. The variable that contribute the second highest to the variation in turnover intention is impact with value of 0.11329 (staffing), third highest contribution is transformational leadership with value - 0.11194. Next, compensation with value -0.06286. Last but not least, the lower contribution to the variation of turnover intention is training and development because value of parameter estimate for this predictor variable is the smallest 0.04716. In conclusion, communication makes the strongest unique contribution to explain the variation in turnover intention, when the variance explained by all other predictor variables in the model is controlled for.

4.4 Conclusion

In conclusion, distributed questionnaire has been collected and analyzed by SAS system. Firstly, demographic profile analysis has been conducted to identify the characteristics and background of respondents. Besides, frequency analysis has been used for constructing the measurement of central tendencies in order to find the mean score of data. Secondly, scale measurement has been conducted through reliability test of each construct. Lastly, Pearson Coefficient and Linear Regression Analysis have been conducted to analyze the relationship. Research results will be further discussed in Chapter 5.

CHAPTER 5: DISCUSSION AND CONCLUSION

5.0 Introduction

In this chapter, a summary of statistical analysis will be discussed which include the data interpretation on both descriptive and inferential analysis from the data collected through our field survey. The chapter is continued with the discussion on the implications of the study and some limitations and recommendations for future research.

5.1 Summary of Statistical Analyses

5.1.1 Descriptive Analysis

Table 5.1 Summary of Descriptive Analysis

Variables	Frequency	Percentage
Gender		
Male	158	39.40
Female	243	60.60
Age Group		
24 years old and below	217	54.11
25 – 35 years old	142	35.14
36 – 45 years old	32	7.98
46 – 55 years old	10	2.5
56 years old and above	0	0
Marital Status		
Single	290	72.32
Married	100	24.94
Other	11	2.74

Table 5.1 Summary of Descriptive Analysis (Continued)

Variables	Frequency	Percentage
Ethnic Group		
Malay	222	55.36
Chinese	137	34.16
Indian	42	10.48
Other	0	0
Education Level		
SPM	221	55.11
STPM/ Diploma/ Certificate	122	30.42
Bachelor Degree	53	13.21
Other	5	1.26
Working Experience		
Less than 1 years	111	27.68
1-5 years	195	48.63
6-10 years	74	18.45
11-15 years	5	1.26
More than 15 years	16	3.98
Salary Level		
RM 1,000 – RM 1,500	211	52.62
RM 1,501 – RM 2,000	95	23.70
RM 2,001 – RM 3,000	63	15.71
RM 3,001 – RM 4,000	21	5.24
More than RM 4,001	11	2.73
Job Position Level		
Manager	26	6.48
Supervisor	69	17.21
Sales executive	90	22.44
Promoter	200	49.88
Other	16	3.99

Source: Developed for the research

Table 5.1 displayed the demographic information of the respondents in present research. Based on the data collected, the number of female respondents are greater than male respondents with reported percentage of 60.60% and 39.40% respectively. The majority of respondents were 24 years old and below which accounted for 54.11% of our data and over 72.32% of the respondents are single. Over 50% of our respondents are Malay, 34.16% are Chinese, and 10.48% are Indian, whereas respondents'

education level varied among SPM, STPM, Diploma, Certificate, Bachelor Degree and other with reported figures of 55.11%, 30.42%, 13.21% and 1.26% respectively. In terms of respondents' working experience, majority of them (48.63%) working at least one to five years. Finally, over 50% of our respondents receive RM1, 000 to RM1, 500 monthly personal income.

5.1.2 Scale Measurement

Table 5.2: Summary of Reliability Test Result

No.	Dimensions	Cronbach's Alpha	Reliability
1	Staffing	0.702886	Good
2	Compensation	0.713484	Good
3	Training and Development	0.746663	Good
4	Communication	0.716454	Good
5	Transformational leadership	0.748467	Good
6	Turnover Intention	0.602176	Fair

Source: Developed for the research

The independent variable and dependent variable in the present study reported strength of reliability ranges from fair reliability to good reliability. The Cronbach's Alpha of the 6 items that supposed to measure staffing, compensation, training and development, communication, and transformational leadership generated good reliability with the value of 0.70, 0.71, 0.74, 0.71 and 0.74 respectively. Meanwhile, turnover intention received fair reliability with 6 items under the variable being measured.

5.1.3 Inferential Analysis

5.1.3.1 Pearson Correlation Coefficient

Table 5.3: Summary of Pearson Correlation Coefficient Result

		Cronbach's Alpha
Staffing	Pearson correlation	-0.03950
	Sig. (2-tailed)	0.4302
	N	401
Compensation	Pearson correlation	-0.09981
	Sig. (2-tailed)	0.0458
	N	401
T&D	Pearson correlation	-0.15901
	Sig. (2-tailed)	0.0014
	N	401
Communication	Pearson correlation	-0.28081
	Sig. (2-tailed)	<.0001
	N	401
TL	Pearson correlation	-0.19644
	Sig. (2-tailed)	<.0001
	N	401

Source: Developed for the research

The table has indicated that the turnover intention is significantly related with compensation, training and development, communication, and transformational leadership, while there is no significant relationship between staffing and turnover intention. The significant values for compensation, training and development, communication and transformational leadership were indicated 0.0458, 0.0014, <.0001 and <.0001 respectively. The result indicated that the compensation, training and development, communication and transformational leadership were significant related with turnover intention, which the significant values are smaller than alpha value 0.05. All of the dimensions of independent variable are negatively related to turnover intention, which the value for correlation coefficient are negative.

5.1.3.2 Multiple Regression Analysis

Table 5.4: Summary of Multiple Regression Analysis Result

Variable	Parameter Estimate	Pr > t	R-Square
Intercept	4.66735	<.0001	
Staffing	0.11329	0.1464	
Compensation	-0.06286	0.3301	0.0907
T&D	-0.04716	0.5355	
Communication	-0.34846	<.0001	
TL	-0.11194	0.1613	

Source: Developed for the research

Multiple regressions were performed to determine the power of prediction of the proposed framework. Parameter estimates were deployed to assess the contribution of predictors relative to the dependent variable. R-Square is used to assess the total percentage of variance explained in the dependent variable which shows the research model's prediction power. The dimensions of independent variable can explain 9.07% of the variations in dependent variable. Communication is the most influential predictor of turnover intention (parameter estimate= -0.34846) followed by staffing (parameter estimate= 0.11329), TL (parameter estimate= -0.11194) and compensation (parameter estimate= -0.06286). T&D did not significantly predict turnover intention ($p= 0.5355$). Hypotheses 4 are supported in the Multiple Regression Analysis, but hypotheses 1, 2, 3, and 5 are not supported.

5.2 Discussion of Major Finding

This study investigated the impact of one independent variables with its five dimensions towards turnover intention in Malaysia retail industry. A sample of 401 workers completed the questionnaire relevant toward of their perception for staffing, compensation, training and development, communication, transformational leadership, intention to turnover in Malaysia retail industry. The results showed a negative correlation between each of the dimensions (Staffing,

Compensation, T&D, Communication, and TL) and dependent variable, the turnover intention. Multiple Linear Regression models were employed to further evaluate the connection between independent and dependent variable.

Table 5.5: Summary of Findings

Hypotheses	Result	Supported
H1: There is a significant negative relationship between high performance work system and turnover intention.	$p < .0001$ ($p < 0.05$)	Yes
H1a: There is significant negative relationship between staffing and turnover intention.	$r = -0.03950$ $p = 0.4302$ ($p > 0.05$)	No
H1b: There is a significant negative relationship between compensation and turnover intention.	$r = -0.09981$ $p = 0.0458$ ($p < 0.05$)	Yes
H1c: There is a significant negative relationship between training & development and turnover intention.	$r = -0.15901$ $p = 0.0014$ ($p < 0.05$)	Yes
H1d: There is a significant negative relationship between communication and turnover intention.	$r = -0.28081$ $p < .0001$ ($p < 0.05$)	Yes
H1e: There is a significant negative relationship between transformational leadership and turnover intention.	$r = -0.19644$ $p < .0001$ ($p < 0.05$)	Yes

Source: Developed for the research

Major Finding: All of the predicting dimension (staffing, compensation, training and development, communication and transformational leadership) were found to be significantly and negatively correlated with intention at different strengths.

H1: There is a significant negative relationship between high performance work system and turnover intention.

In the study of High Performance Work System (HPWS) research finding show that p-value is $< .0001$ which is less than alpha value 0.05. Therefore the results shown are significant. The F-statistic is significant with value 7.88. It shows that

there was significant negative relationship between high performance work system and turnover intention. With the dimensions of independent variable (staffing, compensation, training and development, communication and transformational leadership) are significant explain the variance in turnover intention. Thus all the dimensions of independent variable are shown negative relationship as well, and result show that if any of high performance work system are high, the turnover intention will show is low. This was prove by Appelbaum and Batt (1994), that HPWSs are commonly defined to comprise hiring selection, wide-ranging training, performance-based pay, workplace empowerment, reduced status differences, and information sharing with employees which will increase employee commitment and reduced turnover rate. As shown further approve by research Arthur (1994) are said that HPWS to nurture a commitment-based corporate culture. If the high performance work system low on certain retail industry, this will losing personnel under these conditions which can significantly increase costs (Arthur, 1994; Guthrie, 2001).

H1a: There is a significant negative relationship between staffing and turnover intention.

Based on our research finding, employee's perception towards staffing is slight, almost negligible towards turnover intention on Malaysia retail industry. This indicates that when staffing is high, while turnover intention is low. As retail industry have better staffing system for recruitment and selection, this able to attract potential employees and retain them for long period of time. This is confirming by the research Khan et al. (2011) stated that a good staffing system which includes recruitment and selection will reduce employee turnover. The relationship between staffing and turnover intention is not significant. Furthermore, it is because the p-value 0.4302 is more than alpha value 0.05. Overall for staffing, the retail industries have a good management on staffing system.

H1b: There is a significant negative relationship between compensation and turnover intention.

The compensation was also found to be slight, almost negligible where the relation with turnover intention where the value of this correlation coefficient - 0.09981 is ranges from 0.00 to ± 0.20 . Hence it also shown there is negative relationship between compensation and turnover intention due to the negative value for correlation coefficient. Thus, when compensation is high, it will bring effect on turnover intention, so turnover intention will be low. It prove that the more employees willing to stay where the compensation is given reward fairly. This is the result where actually retail industry have compensate well to mostly of employees in terms of pay, reward, bonus, commission, benefits, and medical insurance. This have been confirm by Singh and Loncar (2010) where the study reveal that all the dimensions of pay satisfaction were negatively linked with intention to quit. According to Carragher (2011) examined the attitude of employees towards pay and other monetary benefits and found that monetary benefits and satisfaction from pay were important in affecting the decision to stay or to leave and therefore useful in retaining employees. The relationship between compensation and turnover intention is significant. It is because the p-value 0.0458 is less than alpha value 0.05. In the result, shows that retail industry have a better compensation system which retained most of its employees.

H1c: There is a significant negative relationship between training & development and turnover intention.

For employees' perception about training & development towards turnover intention in Malaysian retail industry was found the relationship between training & development and turnover intention is slight, almost negligible where the value of this correlation coefficient -0.15901. It illustrations that when training & development is high, turnover intention is low. This happen where the retail industry had undergone training & development practices well. According to Nordhaug (1989) mentioned that training is defined as the advancement of the knowledge, skills, and abilities that an employee requires to perform their job

efficiently. Effective training increases the chance of promotion within the organization and also enables the employee for getting jobs at other organizations. All the investment which an organization bears on account of training and development of their employees is futile, if an employee leaves that organization (Mello, 2011). Mostly retail industries are highly emphasis on training and development which will bring enhance to the employees learning and knowledge. The relationship between and turnover intention is significant. It is because the p-value 0.0014 is less than alpha value 0.05.

H1d: There is a significant negative relationship between communication and turnover intention.

For communication dimension, which employees' perception towards turnover intention was negative value for correlation coefficient which has -0.28081. It also shown that the value of this correlation coefficient fall under coefficient range from ± 0.20 to ± 0.40 . Therefore, the relationship between communication and turnover intention is small but definite relationship. It shown that the more open communication the organization practice, the less the employees think to leave the company. According to research Priyanka (n.d.) stated that communication system though most neglected organizational factor in most of the organization plays a significant role in determining employees 'intention to stay or quit. When the communication was freely to move and information as well free flow, employee will be more committed. Committed employee is less likely to leave. Therefore they must be communicated about what job is assigned to them, whom they need to communicate, review on their performance, any minor change in business routine. This was practiced by most of the retail industry According to Labov (1997) agree that if a strong communication system is developed by the organization, this will certainly minimize the turnover rate.

H1e: There is a significant negative relationship between transformational leadership and turnover intention.

Transformational leadership dimension have shown a negative relationship towards turnover intention due to negative value for correlation coefficient which shown -0.19644. Therefore, when transformational leadership is high, turnover intention is low. It is ranges from 0.00 to ± 0.20 where slight, almost negligible. There is a significant relationship between transformational leadership and turnover intention since the p-value $< .0001$ is smaller than alpha value 0.05

A possible transformation leader offering advice for the organization and take employees into more towards the desired objective. Thus, personnel with high job satisfaction in leader are more desirable by the legislative securities. An organization that concentrates on high employee job satisfaction is also high chances of retentive and attracting more personnel with the abilities and information that it needs (Rad & Yarmohammadian, 2006). This had shown that most of the retail industry, top management are potential transformational leader to change their employee vision and motivate them.

5.3 Implication of the Study

The finding from this research can help to understand the factors which dimensions of HPWS influence to employee turnover intention of retail industry in Malaysia.

5.3.1 Theoretical Implication

These researches are constructed with a model which integrates the variables that will impact on employee turnover intention in the retail industry. In this study, Turnover intention is evaluated by staffing, compensation, training and development, communication and transformational leadership. The findings identified that compensation, training and development, communication and transformational leadership

except staffing have a significant negative relationship towards turnover intention. In addition, this research shown that communication is the dimension which contribute the most to employee turnover intention in contrast to others. This mentioned that organizations which desire to reduce their employee turnover intention should concentration more on communication skill.

5.3.2 Managerial Implications

Through the finding, this research will provide useful information for organization or management to understand about the factors in order to reduce turnover intention. This research discovers on how employee turnover intention in retail industry, employees in the organization perceive the importance of staffing, compensation, training and development, communication and transformational leadership factors when they choose to remained and work longer with the company. These determinants can be considered as factors that can be utilized by the organization nowadays to reduce their turnover intention in the organization. Companies tend to retain their employee in the organization because retail industry has a highest turnover rate due to the uncertain global climate. So, manager must be concern about employee's need in learning new capabilities & the level of understanding, maximize, employee's value desire compensation package, flexible working hour or reward, and the need of employee in performing leadership duties. Therefore management must actively improve employee turnover in order to retain top talent employee. If the organization match with the employees need and want in all facets, organization will have a higher possibility retention rate.

5.4 Limitations of the Study

5.4.1 Single Language Version Questionnaire

Another limitation in our study is that we only provided English version questionnaire for respondents. Our response rate was limited because there were some employees who do not possess a high English proficient skill. For instance, some of the Malay and Chinese respondents rejected to fill in the questionnaires due to language barrier. Hence, it limited the feedback from those respondents who are willing to cooperate with us but they are not able to express their intended responses.

5.4.2 Limitations of a Quantitative Methodology

The potential impact to our study is the inadequacy of the quantitative method. Our current study is applying non-probability technique involving convenience sampling. Quantitative research will be significant with the manipulation of probability sampling techniques. Failure of practicing effective probability sampling will expressively limits the generalizations of a research (William, 2007). However, the degree of impact to our findings is insignificant. There are many justified reasons for adopting non-probability convenience sampling. It is nearly impossible to acquire the full list of respondents of the population that are studied (Castellan, 2010). Subsequently the probability sampling is only achievable with the present of such list. The unavailability of the list is justifiable reason for employing convenience sampling.

5.4.3 Limited Options of Answers

The closed ended questions with interval scale as measurement was applied in constructing the questionnaires which will be distributed to the

respondents provided limited options which range from 1 to 5 only. There would have a bias appears that the options of answer were too subjective and limited. Other than that, there is a chance that the respondents will select the answers from the scale due to they want to choose the scale out of the readily provided answers. The interval scale could not reflect all the intrinsic feeling of the respondents (Spector, 2006).

5.4.4 Respondents' Biases

There is another drawback which could negatively influence the quality of current study. The target respondents are the workers who always deal in heavy workloads due to longer working hour. This might cause some of the biases within the target respondents. This is because they will have a chance for not analyzing the questions precisely and also, there is a very high possibility that the respondents may lose attention in the answering the questions. This could be due by they are lacking of time in doing this kind of extra works. Moreover, the respondents may provide misleading answers as they tend not to unveil their real thinking about those sensitive questions, this will lead to a negative impact on the results. However, this drawback would not induce a remarkable unreliability on the study that we have done as it is a hardship to make sure that every respondents can provide a truly reliable answers for most of the researches in the world (Ng, Lam, Kumar, Ramendran, & Kadiresan, 2012).

5.5 Recommendations for Future Research

Although there are few limitations have been found out that would affect the reliability of this research. Therefore, we had come out some resolutions for future research.

Firstly and foremost, since our questionnaire is set only in English language, researchers in the future can be to prepare questionnaire in different languages

such as Malay and Mandarin because mostly the respondent do not possess higher English proficient skill as to be recommended. By providing multi language version, it will definitely eliminate the communication barrier and increase the level of understanding on the survey questions to achieve greater response rate.

In our research, we discover that there is a minor difficulty of applying quantitative method. Thus, both qualitative and quantitative methods recommended by Castellan (2010) are used to improve the research. On the other hand from scalable measure attained through quantitative methods, qualitative means are generally accessible in order to develop the results procured. According to Opdenakker (2006), qualitative modes can exploring a more briefly and particular review from the respondents. Grouping of both quantitative and qualitative methods can be convey a better vision and understanding regarding the aspects of employee intention. When other new items and variables that are included in the study, the qualitative data are mostly likely to realize. Quantitative techniques are generally restricted within the assessable borders. Though, researchers can attain a beyond the preliminary rationales and responses through applying qualitative methods may facilitate. Some example of the qualitative methodology sampling technique is snowball sampling which it can reach the target respondent that other sampling technique cannot reachable.

Moreover, the recommendations for researcher in the future can take few types of questions in a questionnaires which are open-ended question. This question would be a better choice to measure employee turnover intention in retail industry. The researchers can get a better understanding toward the respondents' thought and the respondents may have a great way to express their feeling. Likewise, researchers can use few types of data collecting method in order to figure out the respondents thought. For example, they can consider interview the employees through face-to-face because researcher may conscious more information through their expression. It is similar with open-ended question, researchers can get detail information on employees about the turnover and the feedback from respondents.

Apart from this, the time of getting permission to conduct our survey is lengthy and the procedure of application is complicated. Generally, future research is recommended to give a longer time frame for respondents to answer the questionnaire in order to solve the biases respondent problem. This may let respondents have sufficient time to analyze each question of the questionnaire and the answer will be more accurate.

5.6 Conclusion

In a conclusion, the finding in this exploration is to show the variables which are staffing, compensation, training and development, communication, and transformational leadership that can predict the relationship between high performance work systems and turnover intention in Malaysia retail industry.

There is significant relationship between communication and turnover intention while staffing, compensation, training and development, and transformational leadership having insignificant but definite relationship with intention. The significant relationship indicates that communication can be used to predict the turnover intention of retail's workers. Prediction is important to understand the cognitive process on decision making of foreign tourists.

Predicting worker's turnover intention is essential because it will provide more comprehensive information for the retailers to come out with impressive strategies to promote HPWS in Malaysia retail industry. Moreover, predicting the worker's turnover intention would be able to anticipate the needs and wants of them and to ensure that retailers provide the right strategy to the right people at the right time.

As a result, we could decide the course of action to be taken to influence their turnover intention towards retail industry in Malaysia. Prediction made in this study provides an initial blueprint to develop further understanding of these causal relationships.

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Appendix



UNIVERSITI TUNKU ABDUL RAHMAN
Wholly Owned by UTAR Education Foundation (Company No. 578227-M)

11th April 2017

To Whom It May Concern,

Dear Sir/Madam,

Permission to Conduct Survey

This is to confirm that the following students are currently pursuing their *Bachelor of Business Administration (Hons)* program at the Faculty of Business and Finance, Universiti Tunku Abdul Rahman (UTAR) Perak Campus.

I would be most grateful if you could assist them by allowing them to conduct their research at your institution. All information collected will be kept confidential and used only for academic purposes.

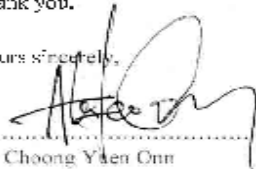
The students are as follows:


<u>Name of Student</u>	<u>Student ID</u>
Khoo Hong Yeah	17A3306444
Siam Wei Cheo	17A3306446
Ng Kah Mun	15A3B92364
Chan Sweet Ly	15A3B92365
Leong Chun Fei	14A3B06459

If you need further verification, please do not hesitate to contact me.

Thank you.

Yours sincerely,


Mr Choong Yuen Onn
Head of Department,
Faculty of Business and Finance
Email: choongyo@utar.edu.my


Mr Fong Chee Yang
Supervisor,
Faculty of Business and Finance
Email: fongcy@utar.edu.my



UNIVERSITI TUNKU ABDUL RAHMAN
FACULTY OF BUSINESS AND FINANCE
BACHELOR OF BUSINESS ADMINISTRATION (HONS)
FINAL YEAR PROJECT

**TITLE OF TOPIC: High performance work system (HPWS) and turnover
intention in Malaysia retail industry**

SURVEY QUESTIONNAIRE

Dear respondent,

We are researchers of Bachelor of Business Administration (Hons) from Universiti Tunku Abdul Rahman (UTAR). The purpose of this survey is to find out whether high performance work system (HPWS) on turnover intention in Malaysia retail industry.

Your co-operation to answer those questions is very important in helping our research. We appreciate if you could complete the following questionnaire. Any information obtained regarding with this study will remain confidential. In any written reports or publications, no one will be identified and only group data will be presented.

Thank you very much for your time and participation.

Best Regard,

CHAN SWEET LY

KHOO HONG YEAH

LEONG CHUN FEI

NG KAH MUN

SIAM WEI CHOO

Instructions:

- 1) There are **TWO** (2) sections in this questionnaire. Please answer ALL Questions in All sections.
- 2) Completion of this form will take you approximately 10-15 minutes.
- 3) Please feel free to share your comment in the space provided. The contents of this questionnaire will be kept **strictly confidential**.

The following set of statements related to high performance work system (HPWS) on turnover intention in Malaysia retail industry. Please circle the number that best reflects your opinions about the statement.

SD = strongly disagree

D = Disagree

N = Neutral

A = Agree

SA = strongly agree

i. Staffing

	SD	D	N	A	SA
1. In my company, recruitment and selection are based on performances of job applicants during interview.	1	2	3	4	5
2. There are clear job descriptions and specifications about every position in the company.	1	2	3	4	5

3. There is clearly written and operational recruitment and selection policy in my company.	1	2	3	4	5
4. In my company, hiring process is strict and applicants are required to undergo test before being hired.	1	2	3	4	5
5. In my company, applicants are required to undergo interview before being hired.	1	2	3	4	5

ii. Compensation

	SD	D	N	A	SA
1. I think the level of my pay is fair.	1	2	3	4	5
2. I am generally satisfied with the benefit that received from this company.	1	2	3	4	5
3. I am satisfied with my overall compensation.	1	2	3	4	5
4. The company's compensation system that provides benefits is effective and efficient.	1	2	3	4	5
5. The pay differences between jobs at different organizational levels are acceptable and fair.	1	2	3	4	5

iii. Training and Development

	SD	D	N	A	SA
1. I frequently attend training given by the company.	1	2	3	4	5

2. Formal training programs are sufficiently offered to employees in order to increase their ability for promotion to a higher position in this organization.	1	2	3	4	5
3. This company has provided me with sufficient training opportunities enabling me to extend my range of skills and abilities.	1	2	3	4	5
4. My department does provide sufficient training opportunities to me.	1	2	3	4	5
5. I have received the training necessary for me to stay up to date with my ability in the company.	1	2	3	4	5

iv. Communication

	SD	D	N	A	SA
1. Employees in my company are willing to communicate openly and timely.	1	2	3	4	5
2. I receive on-time information needed to do my job.	1	2	3	4	5
3. Conflicts are handled appropriately through proper communication channels.	1	2	3	4	5
4. This company's communication makes me identify with it or feel a vital part of it	1	2	3	4	5
5. Communication with employees in other departments is accurate and free-flowing	1	2	3	4	5

v. Transformational leadership

	SD	D	N	A	SA
1. Managing Director has a clear understanding of where we are going.	1	2	3	4	5
2. Managing Director paints an interesting picture of the future for our company.	1	2	3	4	5
3. Managing Director always seek new business opportunities for the company.	1	2	3	4	5
4. Managing Director provides a good model for me to follow.	1	2	3	4	5
5. Managing Director gets the group to work together for same goal.	1	2	3	4	5

vi. Turnover intention

	SD	D	N	A	SA
1. I plan to leave my company as soon as possible.	1	2	3	4	5
2. I always imagine working at a different workplace.	1	2	3	4	5
3. I will probably be looking for another job soon.	1	2	3	4	5

Part B: Personal Details

Please place (✓) in the appropriate answer.

1. What is your gender?

Male

Female

2. Which of the following best describes your age?

24 years old and below

25-35 years old

36-45 years old

45-55 years old

55 years old and above

3. Marital Status:

Single

Married

Others

4. Ethnic group:

- Malay
- Chinese
- Indian
- Others (Please Specify)

5. Highest education completed:

- SPM
- STPM or Diploma or Certificate
- Bachelor's Degree
- Others: _____

6. How many years of working experience do you have in Retail industry?

- Less than 1 year
- 1-5 years
- 6-10 years
- 11-15 years
- More than 15 years

7. What is your salary's range?

- RM 1,000 to RM 1,500
- RM 1,501 to RM 2,000
- RM 2,001 to RM 3,000
- RM 3,001 and RM 4,000
- More than RM 4,001

8. What is your job position in company?

- Manager
- Supervisor
- Sales executive
- Promoter
- Others: _____

Personal Data Protection Statement

Please be informed that in accordance with **Personal Data Protection Act 2010 (PDPA)** which came into force on 15 November 2013, **Universiti Tunku Abdul Rahman (UTAR)** is hereby bound to make notice and require consent in relation to collection, recording, storage, usage and retention of personal information.

Notice:

1. The purposes for which your personal data may be used are inclusive but not limited to:-

- **For assessment of any application to UTAR**
- **For processing any benefits and services**
- **For communication purposes**
- **For advertorial and news**
- **For general administration and record purposes**
- **For enhancing the value of education**
- **For educational and related purposes consequential to UTAR**
- **For the purpose of our corporate governance**
- **For consideration as a guarantor for UTAR staff/ student applying for his/her scholarship/ study loan**

2. Your personal data may be transferred and/or disclosed to third party and/or UTAR collaborative partners including but not limited to the respective and appointed outsourcing agents for purpose of fulfilling our obligations to you in respect of the purposes and all such other purposes that are related to the purposes and also in providing integrated services, maintaining and storing records. Your data may be shared when required by laws and when disclosure is necessary to comply with applicable laws.

3. Any personal information retained by UTAR shall be destroyed and/or deleted in accordance with our retention policy applicable for us in the event such information is no longer required.

4. UTAR is committed in ensuring the confidentiality, protection, security and accuracy of your personal information made available to us and it has been our ongoing strict policy to ensure that your personal information is accurate, complete, not misleading and updated. UTAR would also ensure that your personal data shall not be used for political and commercial purposes.

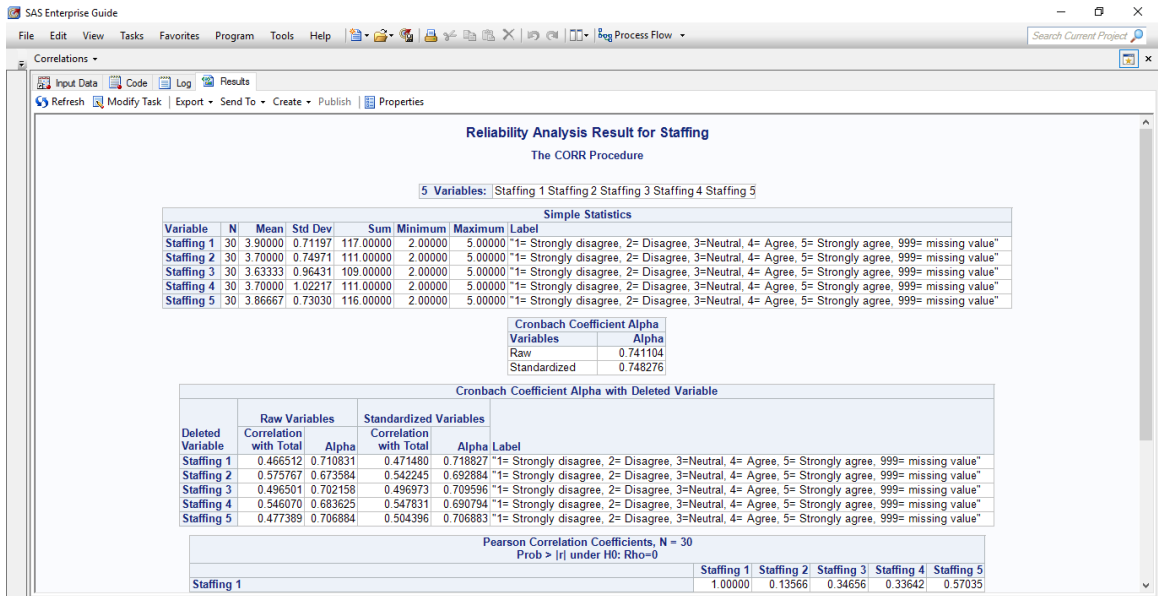
Consent:

1. By submitting this form you hereby authorise and consent to us processing (including disclosing) your personal data and any updates of your information, for the purposes and/or for any other purposes related to the purpose.

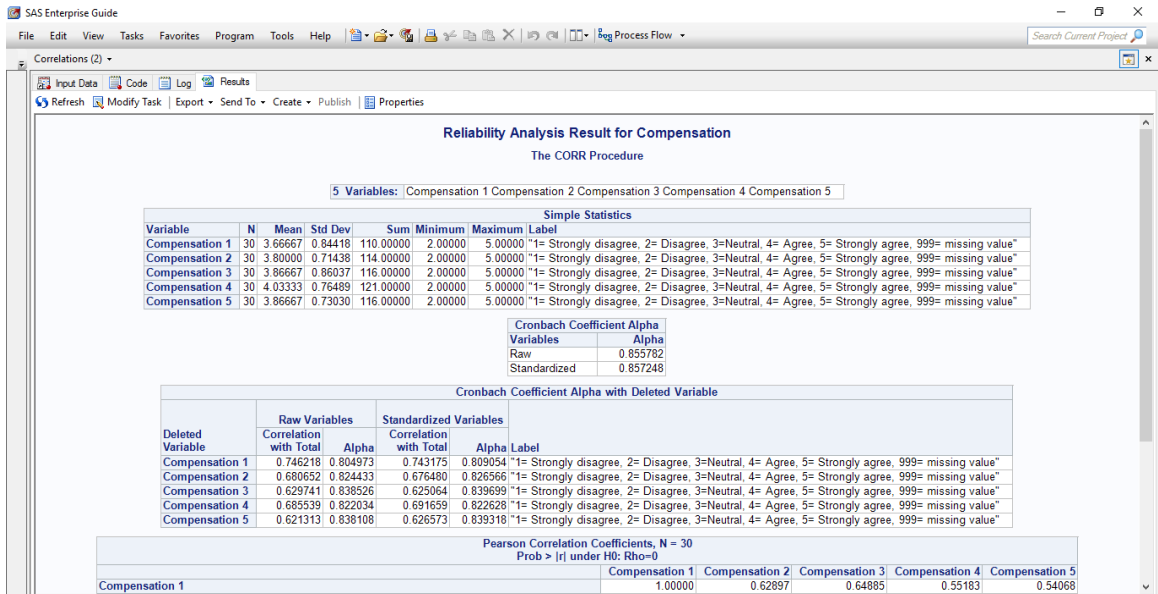
2. If you do not consent or subsequently withdraw your consent to the processing and disclosure of your personal data, UTAR will not be able to fulfil our obligations or to contact you or to assist you in respect of the purposes and/or for any other purposes related to the purpose.

3. You may access and update your personal data by writing to us at dhr@utar.edu.my.

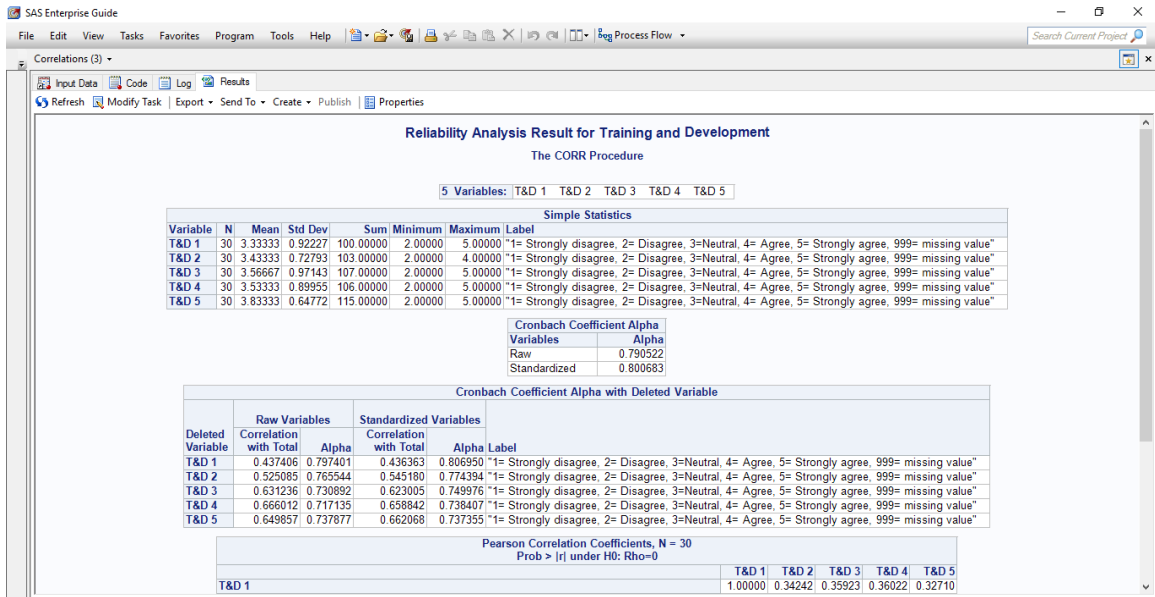
Appendix 3.2 Reliability Analysis Result for Staffing (Pilot Test)



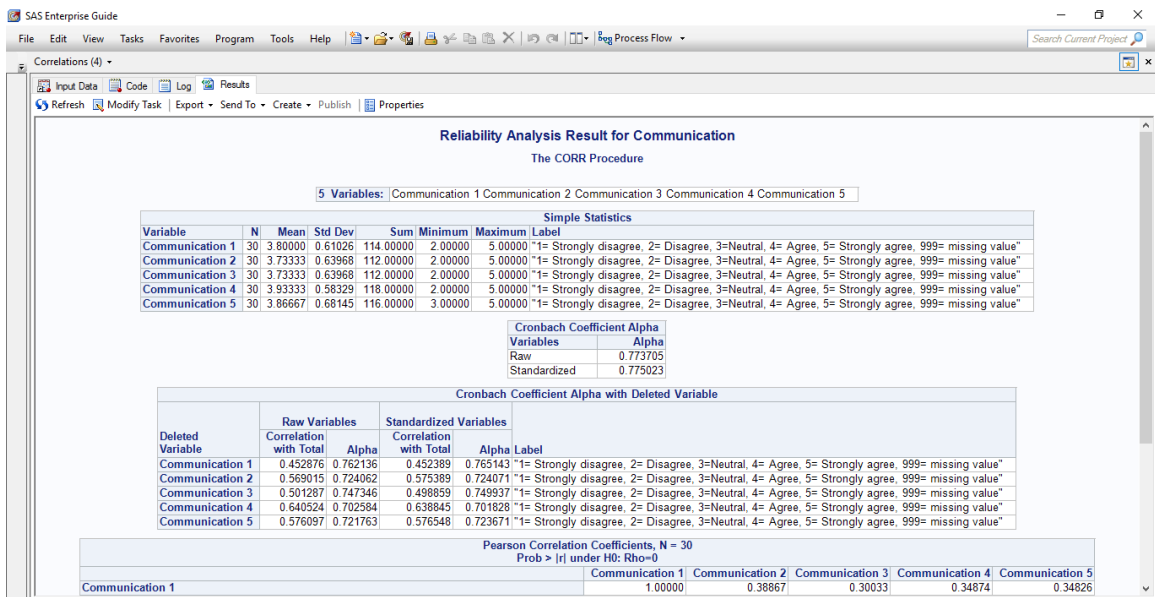
Appendix 3.3 Reliability Analysis Result for Compensation (Pilot Test)



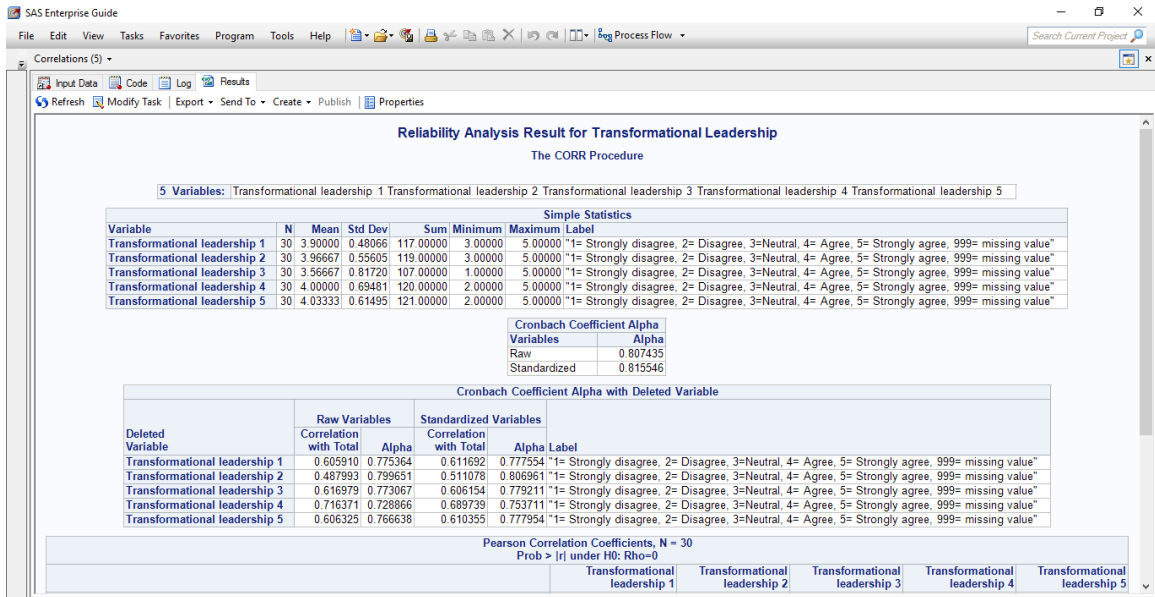
Appendix 3.4 Reliability Analysis Result for Training and Development (Pilot Test)



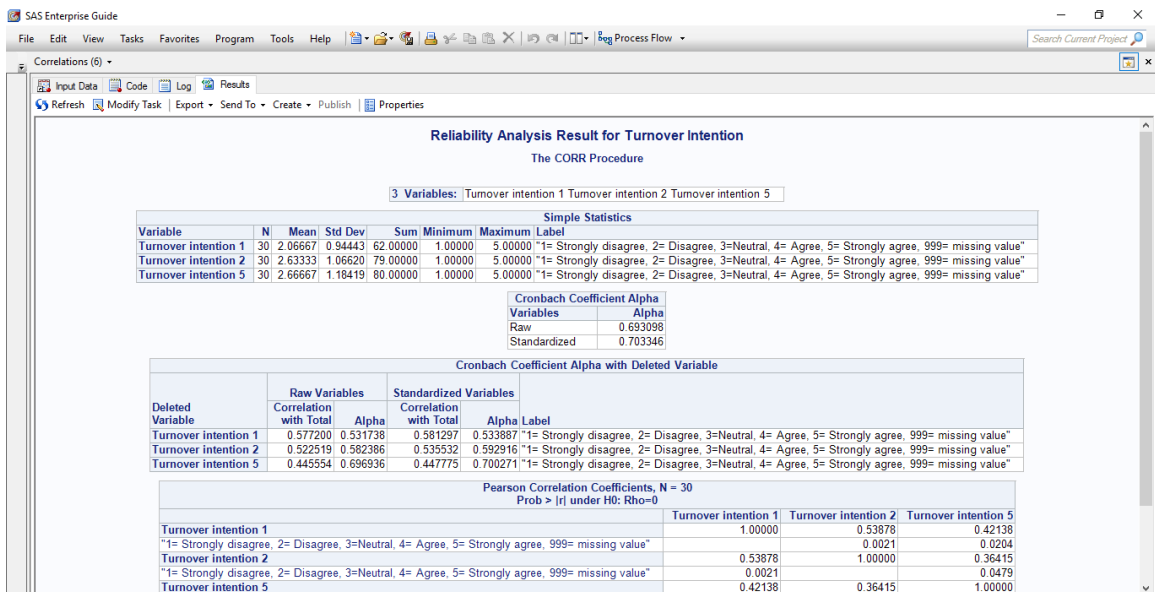
Appendix 3.5 Reliability Analysis Result for Communication (Pilot Test)



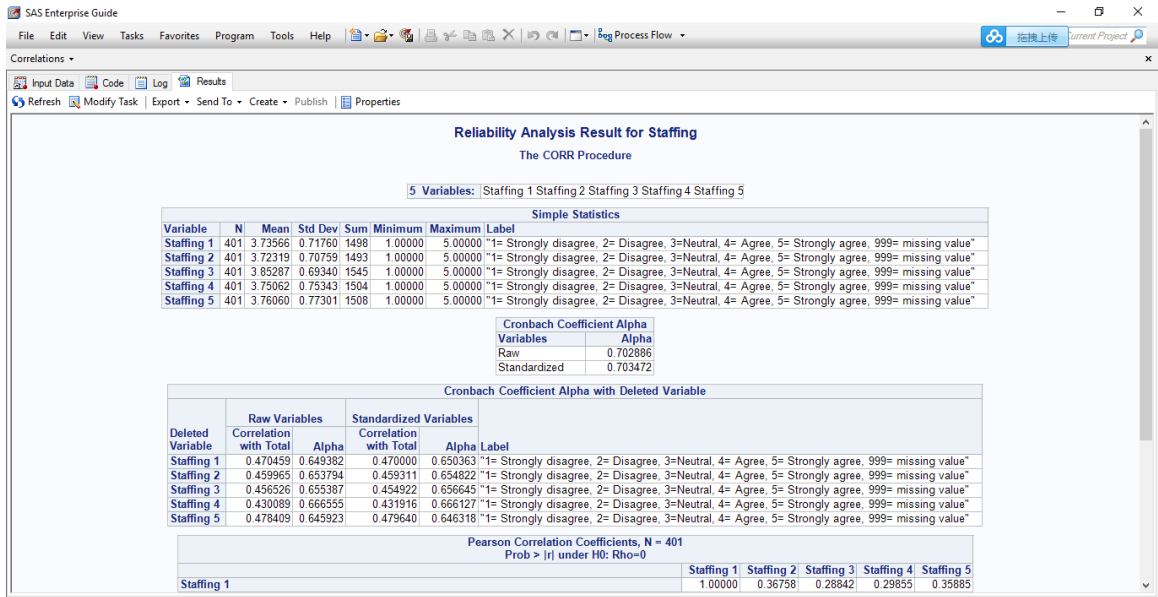
**Appendix 3.6 Reliability Analysis Result for Transformational Leadership
(Pilot Test)**



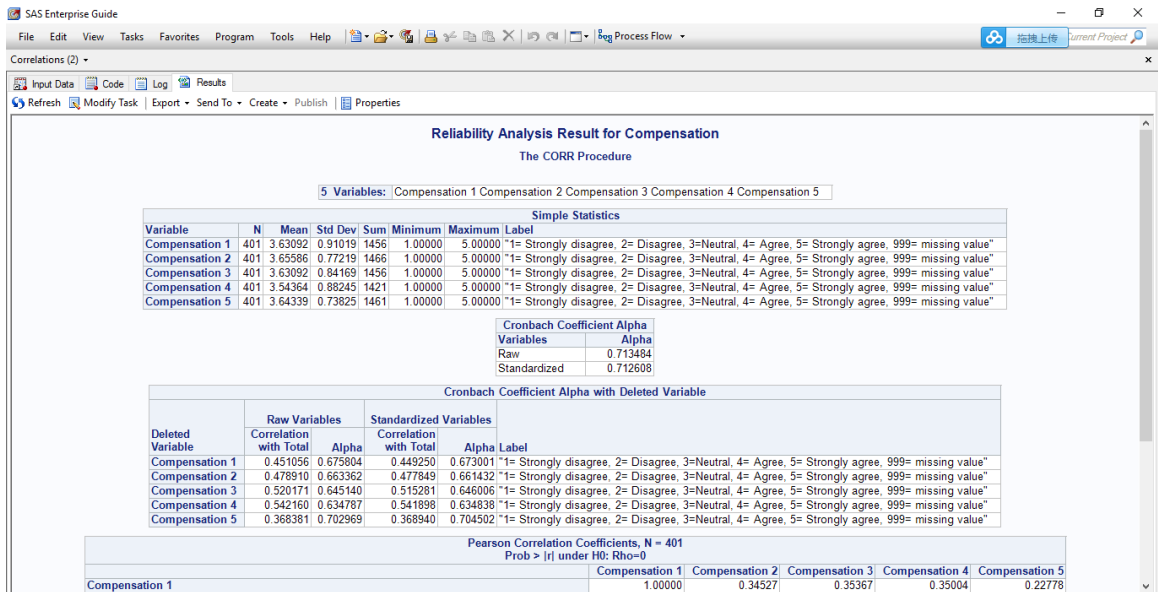
Appendix 3.7 Reliability Analysis Result for Turnover Intention (Pilot Test)



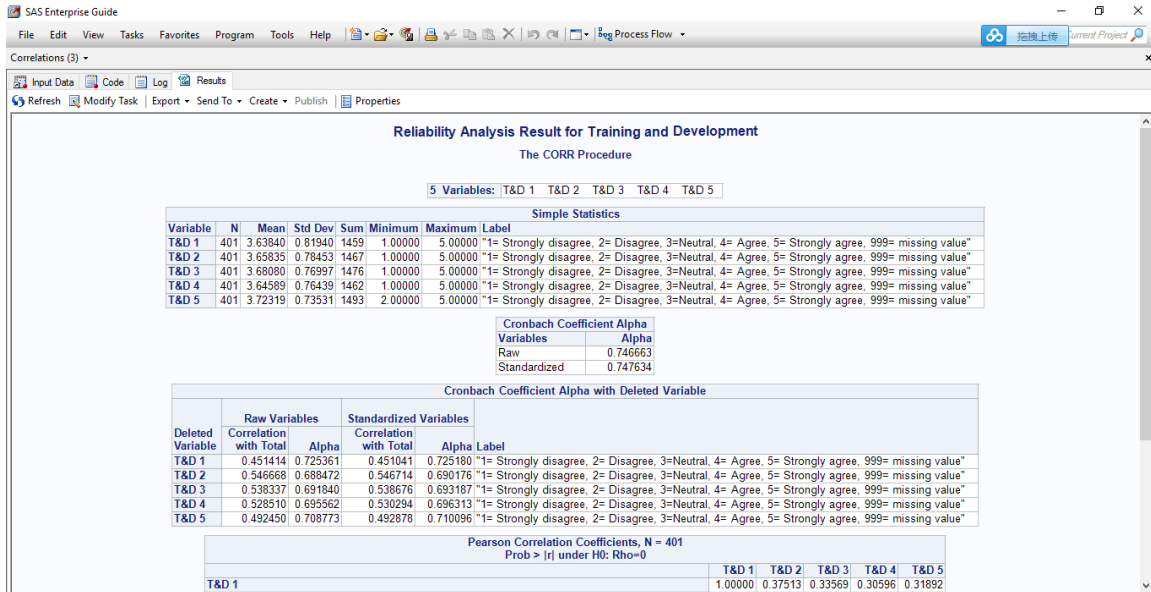
Appendix 4.1 Reliability Analysis Result for Staffing (401 Respondents)



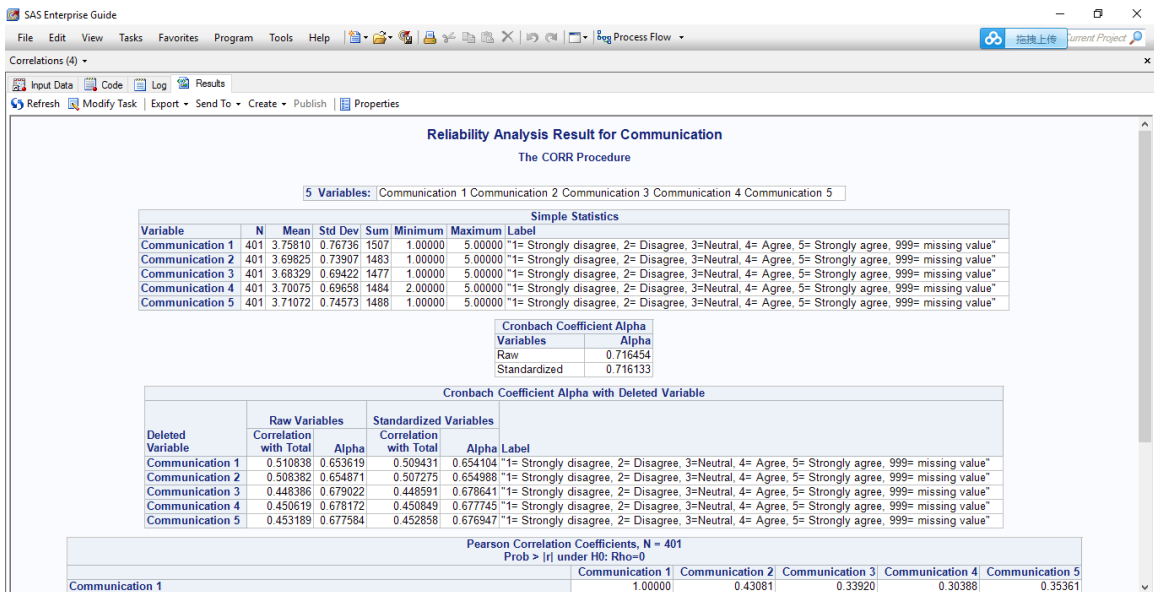
Appendix 4.2 Reliability Analysis Result for Compensation (401 Respondents)



Appendix 4.3 Reliability Analysis Result for Training and Development (401 Respondents)



Appendix 4.4 Reliability Analysis Result for Communication (401 Respondents)



**Appendix 4.5 Reliability Analysis Result for Transformational Leadership
(401 Respondents)**

SAS Enterprise Guide

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Correlations (5) -

Input Data Code Log Results

Refresh Modify Task Export Send To Create Publish Properties

Reliability Analysis Result for Transformational Leadership
The CORR Procedure

5 Variables: Transformational leadership 1 Transformational leadership 2 Transformational leadership 3 Transformational leadership 4 Transformational leadership 5

Simple Statistics							
Variable	N	Mean	Std Dev	Sum	Minimum	Maximum	Label
Transformational leadership 1	401	3.65337	0.71207	1465	1.00000	5.00000	"1= Strongly disagree, 2= Disagree, 3=Neutral, 4= Agree, 5= Strongly agree, 999= missing value"
Transformational leadership 2	401	3.67332	0.79089	1473	1.00000	5.00000	"1= Strongly disagree, 2= Disagree, 3=Neutral, 4= Agree, 5= Strongly agree, 999= missing value"
Transformational leadership 3	401	3.70574	0.72332	1486	1.00000	5.00000	"1= Strongly disagree, 2= Disagree, 3=Neutral, 4= Agree, 5= Strongly agree, 999= missing value"
Transformational leadership 4	401	3.73317	0.77532	1497	1.00000	5.00000	"1= Strongly disagree, 2= Disagree, 3=Neutral, 4= Agree, 5= Strongly agree, 999= missing value"
Transformational leadership 5	401	3.74813	0.74760	1503	1.00000	5.00000	"1= Strongly disagree, 2= Disagree, 3=Neutral, 4= Agree, 5= Strongly agree, 999= missing value"

Cronbach Coefficient Alpha	
Variables	Alpha
Raw	0.748647
Standardized	0.748444

Cronbach Coefficient Alpha with Deleted Variable					
Deleted Variable	Raw Variables		Standardized Variables		Alpha Label
	Correlation with Total	Alpha	Correlation with Total	Alpha	
Transformational leadership 1	0.520881	0.701944	0.519761	0.701499	"1= Strongly disagree, 2= Disagree, 3=Neutral, 4= Agree, 5= Strongly agree, 999= missing value"
Transformational leadership 2	0.513496	0.704553	0.513263	0.703893	"1= Strongly disagree, 2= Disagree, 3=Neutral, 4= Agree, 5= Strongly agree, 999= missing value"
Transformational leadership 3	0.427501	0.734029	0.427127	0.734831	"1= Strongly disagree, 2= Disagree, 3=Neutral, 4= Agree, 5= Strongly agree, 999= missing value"
Transformational leadership 4	0.553635	0.688844	0.553474	0.688948	"1= Strongly disagree, 2= Disagree, 3=Neutral, 4= Agree, 5= Strongly agree, 999= missing value"
Transformational leadership 5	0.552647	0.689651	0.552419	0.689344	"1= Strongly disagree, 2= Disagree, 3=Neutral, 4= Agree, 5= Strongly agree, 999= missing value"

Pearson Correlation Coefficients, N = 401
Prob > |r| under H0: Rho=0

	Transformational leadership 1	Transformational leadership 2	Transformational leadership 3	Transformational leadership 4	Transformational leadership 5
Transformational leadership 1	1.00000				
Transformational leadership 2		1.00000			
Transformational leadership 3			1.00000		
Transformational leadership 4				1.00000	
Transformational leadership 5					1.00000

Appendix 4.6 Reliability Analysis Result for Turnover Intention (401 Respondents)

SAS Enterprise Guide

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Correlations (6) -

Input Data Code Log Results

Refresh Modify Task Export Send To Create Publish Properties

Reliability Analysis Result for Turnover Intention
The CORR Procedure

3 Variables: Turnover intention 1 Turnover intention 2 Turnover intention 5

Simple Statistics							
Variable	N	Mean	Std Dev	Sum	Minimum	Maximum	Label
Turnover intention 1	401	2.79800	0.98823	1122	1.00000	5.00000	"1= Strongly disagree, 2= Disagree, 3=Neutral, 4= Agree, 5= Strongly agree, 999= missing value"
Turnover intention 2	401	2.91521	0.95015	1169	1.00000	5.00000	"1= Strongly disagree, 2= Disagree, 3=Neutral, 4= Agree, 5= Strongly agree, 999= missing value"
Turnover intention 5	401	3.24439	0.98495	1301	1.00000	5.00000	"1= Strongly disagree, 2= Disagree, 3=Neutral, 4= Agree, 5= Strongly agree, 999= missing value"

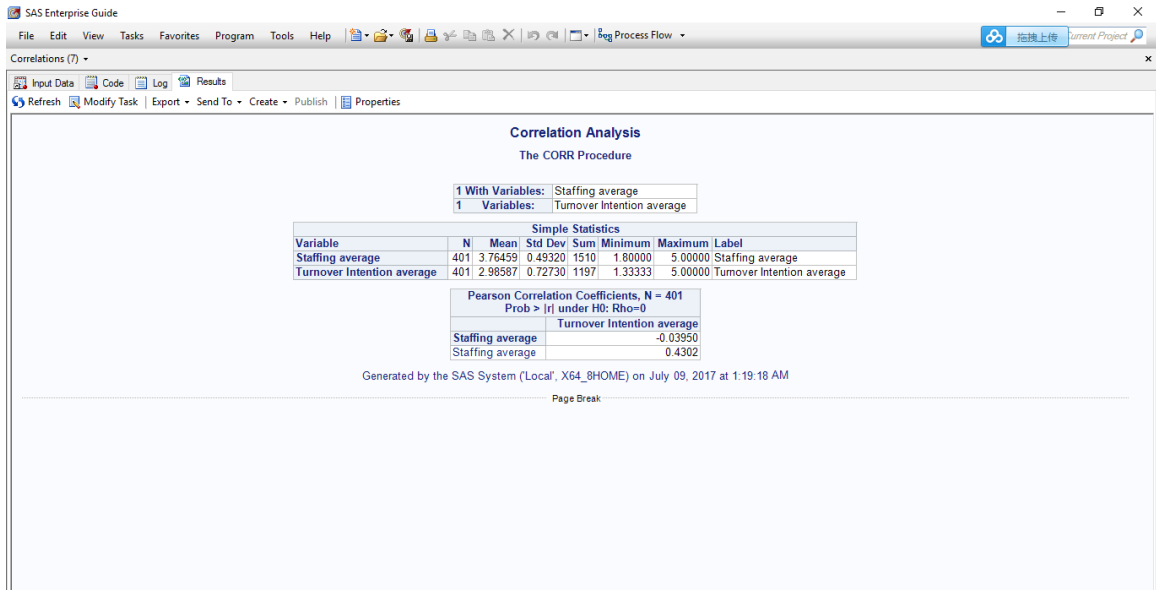
Cronbach Coefficient Alpha	
Variables	Alpha
Raw	0.602176
Standardized	0.601588

Cronbach Coefficient Alpha with Deleted Variable					
Deleted Variable	Raw Variables		Standardized Variables		Alpha Label
	Correlation with Total	Alpha	Correlation with Total	Alpha	
Turnover intention 1	0.460720	0.425765	0.460303	0.425982	"1= Strongly disagree, 2= Disagree, 3=Neutral, 4= Agree, 5= Strongly agree, 999= missing value"
Turnover intention 2	0.370552	0.558357	0.370476	0.558360	"1= Strongly disagree, 2= Disagree, 3=Neutral, 4= Agree, 5= Strongly agree, 999= missing value"
Turnover intention 5	0.402293	0.514346	0.400934	0.514641	"1= Strongly disagree, 2= Disagree, 3=Neutral, 4= Agree, 5= Strongly agree, 999= missing value"

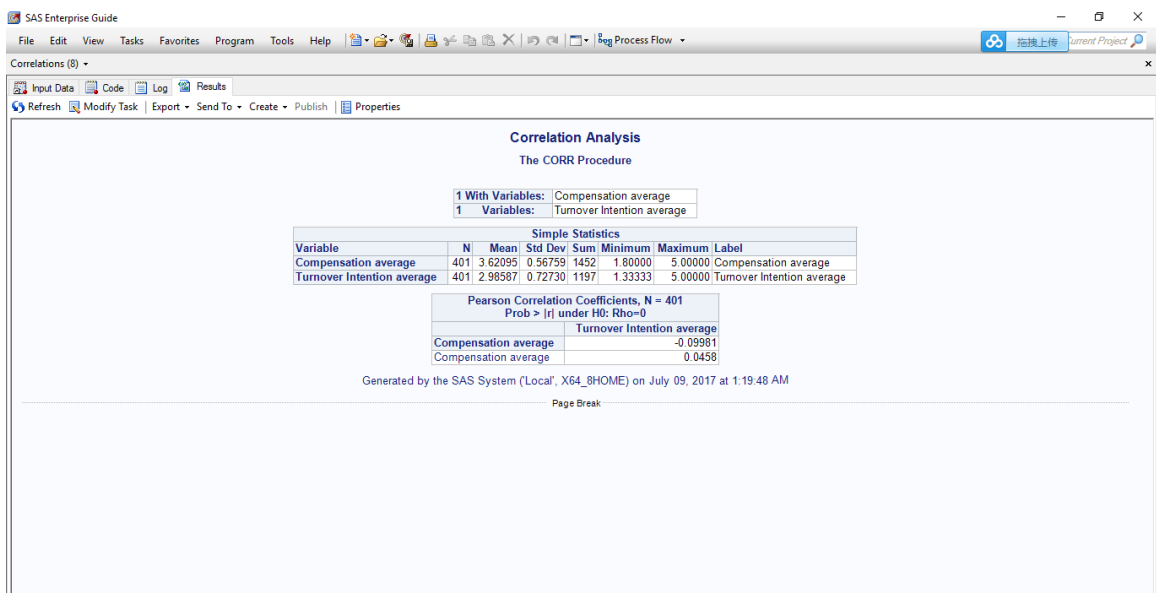
Pearson Correlation Coefficients, N = 401
Prob > |r| under H0: Rho=0

	Turnover intention 1	Turnover intention 2	Turnover intention 5
Turnover intention 1	1.00000	0.34648	0.38731
"1= Strongly disagree, 2= Disagree, 3=Neutral, 4= Agree, 5= Strongly agree, 999= missing value"		< .0001	< .0001
Turnover intention 2		1.00000	0.27063
"1= Strongly disagree, 2= Disagree, 3=Neutral, 4= Agree, 5= Strongly agree, 999= missing value"		< .0001	< .0001
Turnover intention 5			1.00000

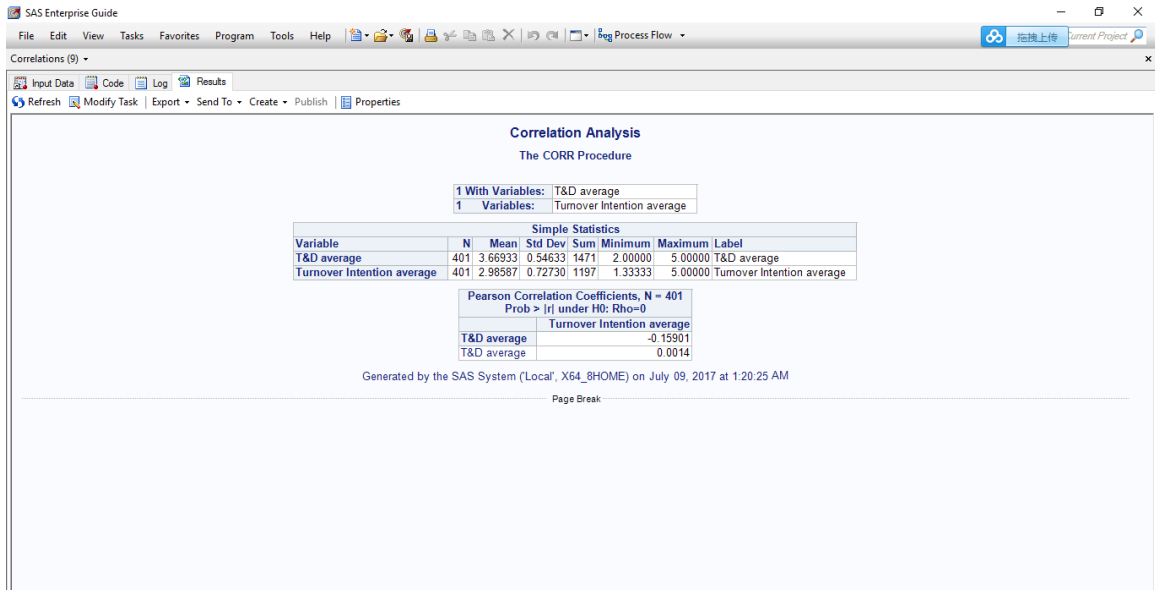
Appendix 4.7 Pearson Correlation Coefficient Analysis for Staffing



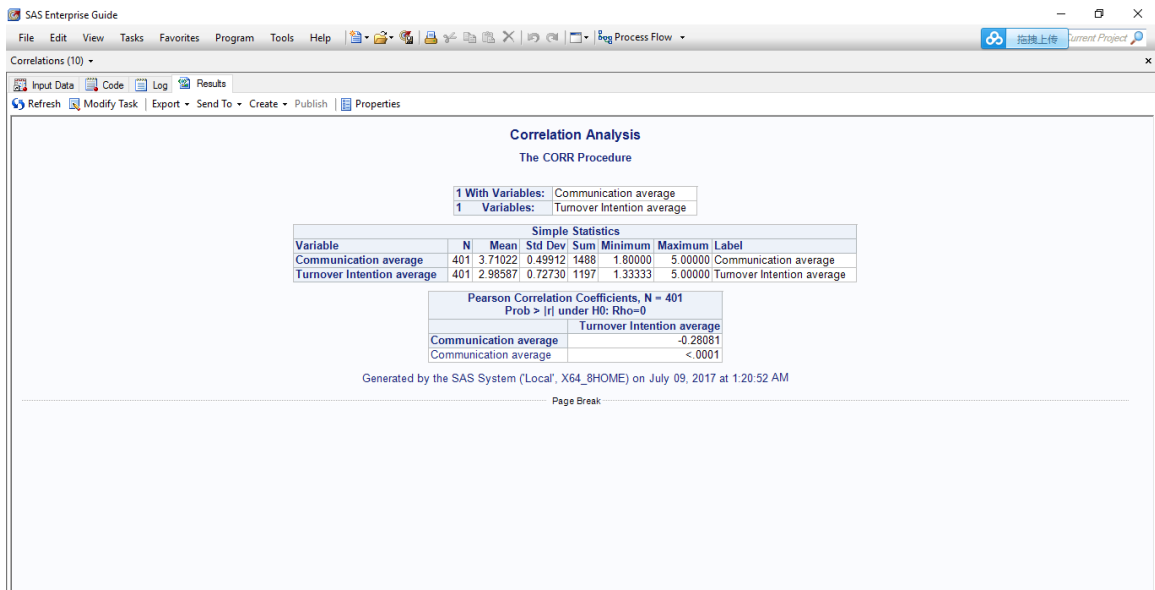
Appendix 4.8 Pearson Correlation Coefficient Analysis for Compensation



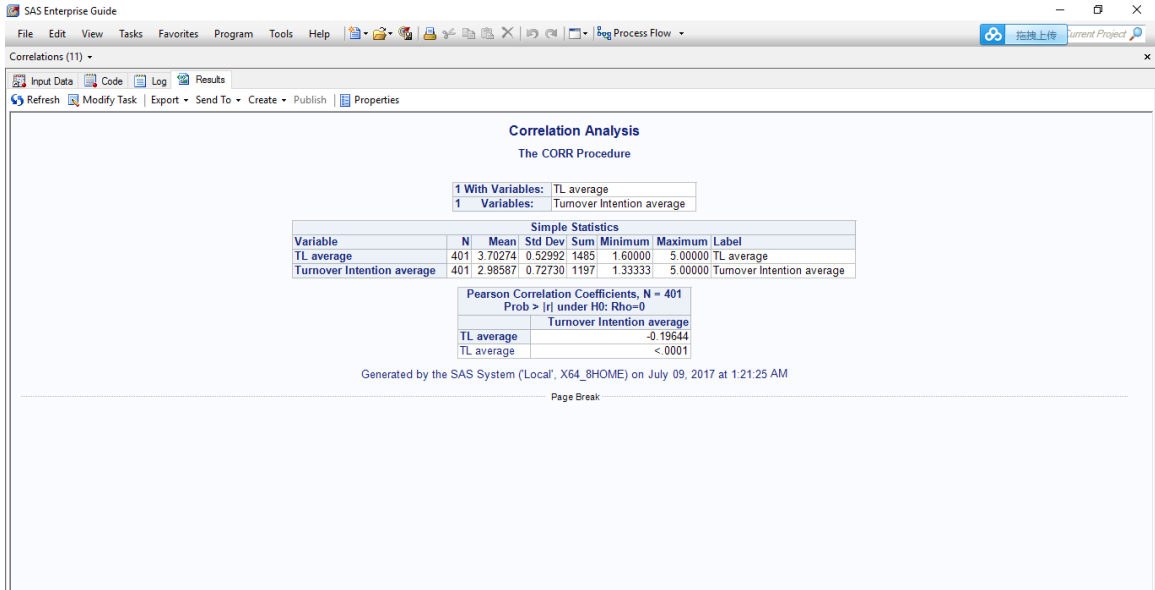
Appendix 4.9 Pearson Correlation Coefficient Analysis for Training and Development



Appendix 4.10 Pearson Correlation Coefficient Analysis for Communication



Appendix 4.11 Pearson Correlation Coefficient Analysis for Transformational Leadership



Appendix 4.12 Multiple Linear Regression Analysis

